Washington, D.C. 20549

[X] ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended September 30, 2000
[ ] TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

Commission File Number 1-6227

LEE ENTERPRISES, INCORPORATED
(Exact name of registrant as specified in its charter)

Delaware
(State of Incorporation)
215 N. Main Street, Davenport, Iowa
(Address of Principal Executive Offices)
Registrant's telephone number, including area code (319) 383-2100
Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class

Common Stock - \$2.00 par value
Preferred Share Purchase Rights

Name of Each Exchange On
Which Registered

New York Stock Exchange New York Stock Exchange

Securities registered pursuant to Section $12(\mathrm{~g})$ of the Act:
Title of Class

Class B Common Stock - \$2.00 par value
Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes [X] No [ ]

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation $\mathrm{S}-\mathrm{K}$ is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form $10-\mathrm{K}$ or any amendment to this Form 10-K. [X]

State the aggregate market value of voting stock held by nonaffiliates of the registrant as of December 1, 2000. Common Stock and Class B Common Stock, \$2.00 par value, \$1,197,960,000.

Indicate the number of shares outstanding of each of the issuer's classes of common stock, as of December 1, 2000. Common Stock, \$2.00 par value, 32,975,540 shares; and Class B Common Stock, \$2.00 par value, 10,726,497 shares.

## DOCUMENTS INCORPORATED BY REFERENCE

Portions of the Lee Enterprises, Incorporated Definitive Proxy Statement dated December 27, 2000 are incorporated by reference in Part III of this Form 10-K.

Item 1. Business

This Annual Report on Form 10-K contains certain forward-looking statements that are based largely on the Company's current expectations and are subject to certain risks, trends, and uncertainties that could cause actual results to differ materially from those anticipated. Among such risks, trends, and
uncertainties are changes in advertising demand, newsprint prices, interest rates, regulatory rulings, other economic conditions, and the effect of acquisitions, investments, and dispositions on the Company's results of operations or financial condition. The words "believe," "expect," "anticipate," "intends," "plans," "projects," "considers," and similar expressions generally identify forward-looking statements. Readers are cautioned not to place undue reliance on such forward-looking statements, which are as of the date of this filing.

Item 1(a). Recent business developments. On October 1, 2000 the Company consummated the sale of certain broadcasting properties for approximately $\$ 565,000,000$, net of selling expenses. For additional information related to the disposition, see Note 2 of the Notes to Consolidated Financial Statements under Item 8, herein.

Item 1(b). The Company operates as a single industry segment publishing newspapers, classified and specialty publications, along with associated online services.

Item 1(c) Narrative description of business.
The Company and its subsidiaries publish the following:
Daily Newspapers:

|  |  |  | Circulation |  |
| :---: | :---: | :---: | :---: | :---: |
| Newspaper | City | State | Daily (M-F) | Sunday |
| Southern Illinoisian | Carbondale | Illinois | 25,667 | 35,431 |
| Herald \& Review | Decatur | Illinois | 34,708 | 42,842 |
| Quad City Times | Davenport | Iowa | 50,237 | 72,154 |
| Globe Gazette | Mason City | Iowa | 19,451 | 23,520 |
| Muscatine Journal | Muscatine | Iowa | 8,121 | - |
| Winona Daily News | Winona | Minnesota | 11,910 | 12,733 |
| Billings Gazette | Billings | Montana | 47,390 | 52,895 |
| The Montana Standard | Butte | Montana | 14,388 | 14,730 |
| Ravalli Republic | Hamilton | Montana | 4,600 * | - |
| Independent Record | Helena | Montana | 13,123 | 13,933 |
| Missoulian | Missoula | Montana | 30,405 | 36,863 |
| Beatrice Daily Sun | Beatrice | Nebraska | 8,200 | - |
| Columbus Telegram | Columbus | Nebraska | 10,116 | 10,933 |
| Fremont Tribune | Fremont | Nebraska | 9,319 * | - |
| Lincoln Journal Star | Lincoln | Nebraska | 74,862 | 83,469 |
| The Bismarck Tribune | Bismarck | North Dakota | 27,311 | 30,380 |
| Democrat-Herald | Albany | Oregon | 18,669 | 32,758 ** |
| Ashland Daily Tidings | Ashland | Oregon | 5, 086 | - |
| Corvallis Gazette-Times | Corvallis | Oregon | 12,322 | - ** |
| Rapid City Journal | Rapid City | South Dakota | 29,963 | 34,004 |
| Baraboo News Republic *** | Baraboo | Wisconsin | 3,812 | - |
| Chippewa Herald | Chippewa Falls | Wisconsin | 7,550 * | - |
| LaCrosse Tribune | LaCrosse | Wisconsin | 31,390 | 40,505 |
| Wisconsin State Journal *** | Madison | Wisconsin | 88,171 | 158,492 |
| Portage Daily Register *** | Portage | Wisconsin | 4,645 * | - |
| The Journal Times | Racine | Wisconsin | 29,636 | 31,091 |
| Shawano Leader *** | Shawano | Wisconsin | 5,981 * | 6,292 |
| Total paid daily and Sunday | circulation |  | 627, 033 | 733, 025 |

Source - Audit Bureau of Circulation ( $A B C$ ): Average of 6 months ended March and September 2000.

* From publisher's statement.
** Combined edition with Democrat-Herald.
*** Published by Madison Newspapers, Inc., a 50\%-owned affiliate.

The Company owns $50 \%$ of the capital stock of Madison Newspapers, Inc. and $17 \%$ of the nonvoting common stock of The Capital Times Company. The Capital Times Company owns the remaining $50 \%$ of the capital stock of Madison Newspapers, Inc.

Madison Newspapers, Inc. Owns the Wisconsin State Journal, a morning newspaper published seven days each week, and The Capital Times, an afternoon paper published Monday through Saturday each week. Both newspapers are produced in the printing plant of Madison Newspapers, Inc., which maintains common advertising, circulation, delivery, and business departments for the two newspapers.

Central Wisconsin Newspapers, Inc., a wholly-owned subsidiary of Madison Newspapers, Inc., publishes three daily newspapers, seven weekly publications, and two classified publications.

The Company has a contract to furnish the editorial and news content for the Wisconsin State Journal. The Wisconsin State Journal is classified as one of the Lee Group of newspapers in the newspaper field and in the rating services.

Weekly Newspapers:

| Newspaper | City | State | Day (s) | Circulation |
| :---: | :---: | :---: | :---: | :---: |
| Bettendorf News | Bettendorf | Iowa | Wednesday | 7,800 |
| Britt Tribune News | Britt | Iowa | Tuesday | 1,750 |
| Forest City Summit | Forest City | Iowa | Wednesday | 3,200 |
| Mitchell County Press-News | Osage | Iowa | Wednesday | 3,300 |
| Bigfork Eagle | Big Fork | Montana | Wednesday | 1,600 |
| Hungry Horse News | Columbia Falls | Montana | Thursday | 6,500 |
| Clark Fork Valley Press | Plains | Montana | Wednesday | 1,500 |
| Lake County Leader | Polson | Montana | Thursday | 5,600 |
| Mineral County Independent | Superior | Montana | Wednesday | 11,000 |
| Whitefish Pilot | Whitefish | Montana | Thursday | 4,000 |
| David City Banner Press | David City | Nebraska | Thursday | 3,800 |
| The Plattsmouth Journal | Plattsmouth | Nebraska | Thursday | 5,500 |
| Schuyler Sun | Schuyler | Nebraska | Thursday | 2,950 |
| Burt County Plaindealer | Tekamah | Nebraska | Tuesday | 2,000 |
| Mandan News | Mandan | North Dakota | Thursday | 1,900 |
| Cottage Grove Sentinel | Cottage Grove | Oregon | Wednesday | 4,500 |
| Lebanon Express | Lebanon | Oregon | Wednesday | 3,500 |
| Newport News-Times | Newport | Oregon | Wednesday and Friday | 10,000 |
| The Springfield News | Springfield | Oregon | Wednesday and Saturday | 11,000 |
| Business First * | Madison | Wisconsin | Tuesday | 10,000 |
| Juneau County Star-Times | Mauston | Wisconsin | Wednesday and Saturday | 2,900 |
| Dunn County News | Menomonie | Wisconsin | Wednesday and Sunday | 4,400 |
| Oregon News * | Oregon | Wisconsin | Thursday | 5,000 |
| Reedsburg Times Press/Report | Reedsburg | Wisconsin | Thursday and Saturday | 2,400 |
| Sauk Prairie Eagle * | Sauk City | Wisconsin | Thursday | 2,400 |
| Stoughton News * | Stoughton | Wisconsin | Thursday | 5,000 |
| Sun Prairie News * | Sun Prairie | Wisconsin | Thursday | 9,000 |
| Tomah Journal/Monitor Herald | Tomah | Wisconsin | Monday and Thursday | 5,150 |
| Vernon County Broadcaster | Viroqua | Wisconsin | Thursday | 5,400 |
| Coulee News | West Salem | Wisconsin | Thursday | 2,100 |
| Westby Times | Westby | Wisconsin | Thursday | 1,600 |
| Wisconsin Dells Events * | Wisconsin Dells | Wisconsin | Wednesday and Saturday | 1,800 |
| Total paid weekly circulation |  |  |  | 148,550 |

## Source: Company statistics

[^0]
## Publication

City
State
Day(s)
Circulation

Dandy Dime
Nickel Want Ad Newspaper
Flipside
Southern Hometown Shopper
Prairie Shopper
The Extra
Thrifty Nickel
Town \& Country Advertiser
Gateway Times
Quad City Advertiser
Summit Advertiser
Winnebago/Hancock Shopper
Globe Advertiser
Mason City Shopper
Sunday Express
The Post
Town \& Country Shopper
Neighbors Extra
Thrifty Nickel
Work for You
Yellowstone Shopper
Mini Nickel
Western Montana Shopper
Consumers Press
Post Script
The Adit
West Shore News
The Shopping News
Western Montana Messenger
The Advertiser
Penny Press
Plug Nickel
Sunland Weekend Extra
Scout Shopper
Tribune Marketplace
Homefront Buyers Guide
Neighborhood Extra
Star Express
Stuff for You
Work for You
Consumer Connection
Nifty Nickel
Penny Saver
Quik Quarter/Thrifty Nickel
Tribune Extra

Circulation subtotal forward

| Tucson | Arizona | Friday | 37,000 |
| :---: | :---: | :---: | :---: |
| Redding | California | Thursday | 19,000 |
| Carbondale | Illinois | Thursday | 11,000 |
| Carbondale | Illinois | Wednesday | 35,100 |
| Decatur | Illinois | Tuesday | 44,200 |
| Decatur | Illinois | Tuesday | 22,000 |
| East Moline | Illinois | Thursday | 11,700 |
| Britt | Iowa | Tuesday | 4,700 |
| Clinton | Iowa | Saturday | 10,000 |
| Davenport | Iowa | Wednesday | 25,000 |
| Forest City | Iowa | Wednesday | 7,500 |
| Forest City | Iowa | Monday | 10,700 |
| Mason City | Iowa | Tuesday | 5,800 |
| Mason City | Iowa | Tuesday | 28,200 |
| Muscatine | Iowa | Sunday | 4,300 |
| Muscatine | Iowa | Tuesday | 20,500 |
| Osage | Iowa | Wednesday | 3,600 |
| Winona | Minnesota | Saturday | 9,700 |
| Billings | Montana | Thursday | 30,000 |
| Billings | Montana | Wednesday | 10,000 |
| Billings | Montana | Thursday | 14,800 |
| Bozeman | Montana | Thursday | 27,500 |
| Deer Lodge | Montana | Thursday | 3,500 |
| Great Falls | Montana | Thursday | 34,000 |
| Hamilton | Montana | Wednesday | 16,000 |
| Helena | Montana | Wednesday | 23,500 |
| Lakeside | Montana | Wednesday | 3,500 |
| Missoula | Montana | Wednesday | 15,500 |
| Missoula | Montana | Wednesday | 33,000 |
| Polson | Montana | Wednesday | 28,000 |
| Beatrice | Nebraska | Tuesday | 18,500 |
| Beatrice | Nebraska | Wednesday | 8,500 |
| Beatrice | Nebraska | Saturday | 15,000 |
| Columbus | Nebraska | Tuesday | 13,500 |
| Fremont | Nebraska | Tuesday | 21, 000 |
| Fremont | Nebraska | Friday | 19,500 |
| Lincoln | Nebraska | Saturday | 62,000 |
| Lincoln | Nebraska | Wednesday | 30, 000 |
| Lincoln | Nebraska | Friday | 5,000 |
| Lincoln | Nebraska | Tuesday | 7,500 |
| Plattsmouth | Nebraska | Tuesday | 18,000 |
| Las Vegas | Nevada | Friday | 50,000 |
| Albuquerque | New Mexico | Thursday | 24,000 |
| Albuquerque | New Mexico | Thursday | 36,000 |
| Bismarck | North Dakota | Wednesday | 15,000 |

Circulation subtotal forwarded
Pennysaver
The Finder
Minot Finder
This Week
Ashland People
Nickel Want Ad Newspaper
Nickel Want Ad Newspaper
This Week
Nickel Ads
Rapid City Advertiser
Northern Hills Advertiser
Pioneer Shopper
Little Nickel
Nickel Saver
Nickel Nik
Buyline
Nickel Ads
Chippewa County Advertiser
Your Family Shopper
Tradin' Post Buyer's Guide
Foxxy Shopper
Tribune Extra
Work for You Extra **
Dunn County Reminder
Dunn County Shopper
Shopper Stopper **
Pennysaver
Foxxy Shopper
Tri-County Advertiser
Economy Shopper

|  |  |  |
| :--- | :--- | :--- |
| Dickinson | North Dakota | Wednesday |
| Mandan | North Dakota | Wednesday |
| Minot | North Dakota | Wednesday |
| Albany/Corvallis | Oregon | Wednesday |
| Ashland | Oregon | Tuesday |
| Klamath Falls | Oregon | Thursday |
| Medford | Oregon | Thursday |
| Newport | Oregon | Tuesday |
| Portland | Oregon | Friday |
| Rapid City | South Dakota | Wednesday |
| Spearfish | South Dakota | Wednesday |
| St. George | Utah | Thursday |
| Lynnwood | Washington | Wednesday and Thursday |
| Moses Lake | Washington | Thursday |
| Spokane | Washington | Friday |
| Walla Walla | Washington | Thursday |
| Wenatchee | Washington | Thursday |
| Chippewa Falls | Wisconsin | Sunday |
| Chippewa Falls | Wisconsin | Saturday |
| Eau Claire | Wisconsin | Monday |
| LaCrosse | Wisconsin | Tuesday |
| LaCrosse | Wisconsin | Wednesday |
| Madison | Wisconsin | Sunday |
| Menomonie | Wisconsin | Thursday |
| Menomonie | Wisconsin | Sunday |
| Merrimac | Wisconsin | Tuesday |
| Racine | Wisconsin | Monday |
| Sparta | Wisconsin | Tuesday |
| Tomah | Wisconsin | Tuesday |
| West Salem | Wisconsin | Tuesday |

## Source: Company statistics

** Published by Madison Newspapers, Inc., a 50\%-owned affiliate.

Classified publications are weekly advertising publications available in racks or delivered free by carriers or third-class mail to all households in a particular geographic area. Classified publications offer advertisers a cost-effective local advertising system. Classified publications are particularly effective in larger markets with high media fragmentation in which metropolitan newspapers generally have low penetration.

Cars \& Trucks Welcome Home Wheels for You
Thrifty Nickel Wheel Deals
Classic Images
Films of the Golden Age
Autofinder
Western Business
Prairie Star
Montana Magazine
Autofinder
Wheels for You
Real Estate
Rentals for You
Wheels for You
Midwest Messenger
Farm \& Ranch Guide
The Family Times
Goldmine
Mighty Mailer
Tri-State Neighbor
Homes
Driveline
Home Buyer's Guide
Nickel Nik's RV/Truck Wheel Deals
Nickel Nik's Wheel Deals
Homes
Enterpriser
Wheels for You
Home Buyers Guide
Ad World **
AgriView **
Apartment Showcase **
Nursing Matters **
Wisconsin Reminder **
Cent Saver **
Penny Saver **

Tuscon
Carbondale
Decatur
Muscatine Iowa
Muscatine Iowa
Billings Montana
Billings Montana
Great Falls Montana
Helena Montana
Missoula Montana
Grand Island Nebraska
Lincoln Nebraska
Lincoln Nebraska
Lincoln Nebraska
Tekamah Nebraska

Bismarck North Dakota
Corvallis Oregon
Cottage Grove Oregon Springfield Oregon Sioux Falls South Dakota
Moses Lake Washington
Spokane Washington Spokane Washington Spokane Washington Spokane Washington Wenatchee Washington
LaCrosse Wisconsin
LaCrosse Wisconsin
LaCrosse Wisconsin
Madison Wisconsin
Madison Wisconsin

Madison/Milwaukee Wisconsin
Madison Wisconsin
Mauston Wisconsin
Portage Wisconsin
Shawano Wisconsin
** Published by Madison Newspapers, Inc., a 50\%-owned affiliate.
Commercial Printing:

| William Street Press | Decatur | Illinois |
| :--- | :--- | :--- |
| Hawkeye Printing | Davenport | Iowa |
| Platen Press | Deer Lodge | Montana |
| Farcountry Press | Helena | Montana |
| Broadwater Printing | Townsend | Montana |
| Oak Creek Printing | Lincoln | Nebraska |
| Little Nickel Quik Print | Lynwood | Washington |
| Maple Street Press | Spokane | Washington |

The Company's internet activities are comprised of websites and investments in three internet service companies. These activities are reported and managed as a part of the Company's publishing operations. The Company expects significant growth from these operations in 2001.

The Company has an $81 \%$ interest in INN Partners, L.C. d/b/a International Newspaper Network, a provider of web solutions for small daily and weekly newspapers and shoppers. The Company has a $6.3 \%$ interest in Ad One, LLC, a provider of integrated online classified solutions for the newspaper industry. The Company has an agreement to invest up to \$1,500,000 in three-year subordinated convertible debentures of CityXpress.com Corp., an integrator of online editorial content with transactional and promotional opportunities.

The Company's strategy is to increase its share of local advertising in its existing markets, and over time, to increase circulation through internal expansion into contiguous markets and make selective acquisitions.

The basic raw material of newspapers, classified, and specialty publications is newsprint. The Company and its subsidiaries purchase newsprint from U.S. and Canadian producers. The Company believes it will continue to receive a supply of newsprint adequate to its needs. Newsprint prices are volatile and fluctuate based upon factors which include both the foreign and domestic production capacity and consumption. The price fluctuations can have a significant effect on the results of operations. For the quantitative impacts of these fluctuations, see "Management Discussion and Analysis of Financial Condition and Results of Operations" under Item 7, herein.

Publishing revenue has traditionally been highest in the quarter ended December 31 and, likewise, has been lowest in the quarter ended March 31.

The Company's newspapers, classified and specialty publications compete with newspapers having national or regional circulation, magazines, radio, television, other advertising media such as billboards, classified and specialty publications and direct mail, as well as other information content providers such as on-line services. In addition, several of the Company's daily and Sunday newspapers compete with other newspapers in nearby cities and towns.

OTHER MATTERS
In the opinion of management, compliance with present statutory and regulatory requirements respecting environmental quality will not necessitate significant capital outlays, or materially affect the earning power of the business of the Company, or cause material changes in the Company's business, whether present or intended.

In September 2000, the Company, its subsidiaries and associated companies had approximately 5,900 employees, including approximately 1,400 part-time employees. This included approximately 1,400 employees, including approximately 100 part-time employees, in the Company's Broadcast division which was sold on October 1, 2000.

Item 2. Properties
The Company's executive offices are located in facilities leased at 215 North Main Street, Davenport, Iowa.

All of the printing plants (except Madison, Wisconsin which is owned by Madison Newspapers, Inc. and a leased plant in Spokane, Washington) are owned by the Company. All printing plants (including Madison) are well maintained, are in good condition, and are suitable for the present office and publishing operations and are adequately equipped with typesetting, printing and other required equipment.

Item 3. Legal Proceedings
Not applicable.
Item 4. Submission of Matters to a Vote of Security Holders
Not applicable.

The following table shows the names and ages of all executive officers of the Company, the period of service for each with the Company, the period during which each has held his or her present office and the office held by each.

| Name | Age | Period of Service with Company | Period In Present Office | Present Office |
| :---: | :---: | :---: | :---: | :---: |
| Richard D. Gottlieb | 58 | 37 years | 9 months | Chairman and Chief Executive Officer |
| Mary E. Junck | 53 | 2 years | 9 months | President and Chief Operating Officer |
| Phil E. Blake | 56 | 21 years | 1 year | Vice President - Publishing |
| John VanStrydonck | 47 | 19 years | 3 months | Vice President - Publishing |
| Greg R. Veon | 48 | 24 years | 1 year | Vice President - Publishing |
| James W. Hopson | 54 | 2 months | 2 months | Vice President - Publishing |
| Vytenis P. Kuraitis | 52 | 6 years | 4 years | Vice President - Human Resources |
| Charles D. Waterman, III | 54 | 11 years | 11 years | Secretary |
| George C. Wahlig | 53 | 11 years | 1 month | Vice President - Finance, Interim Chief Financial Officer and Chief Accounting Officer |
| Gregory P. Schermer | 46 | 12 years | 3 years | Vice President - Interactive Media |
| Michael E. Phelps | 54 | 8 months | 8 months | Vice President - Sales \& Marketing |

Richard D. Gottlieb was elected Chairman in January 2000. He had been President and Chief Executive Officer since 1991. The Company anticipates that Mr. Gottlieb will retire as Chief Executive Officer in January 2001 and continue as a non-executive Chairman of the Board of Directors of the Company.

Mary E. Junck was elected Executive Vice President and Chief Operating Officer in May 1999 and President in January 2000. From May 1996 to April 1999 she was Executive Vice President of The Times Mirror Company and President of Eastern Newspapers. She was named Publisher and Chief Executive Officer of The Baltimore Sun in 1993. The Company anticipates that Ms. Junck will be elected President and Chief Executive Officer of the Company in January 2001.

Phil E. Blake was elected Vice President - Publishing in November 1999. For more than the past 5 years has been, publisher of the Wisconsin State Journal and publisher and treasurer of Madison Newspapers, Inc. Mr. Blake retired as publisher of the Wisconsin State Journal in July 2000, and will retire from the Company on December 31, 2000.

John VanStrydonck was elected Vice President - Publishing in June 2000; from September 1994 to June 2000 he was publisher of the Rapid City Journal and was Chairman and Chief Operating Officer of NAPP Systems from September 1994 until its sale by Lee in January 1997.

Greg R. Veon was elected Vice President - Publishing in November 1999; from November 1995 through November 1999 he was Vice President - Marketing; from 1992 through November 1995 he was Vice President and General Manager of KOIN-TV, Portland, Oregon.

James W. Hopson was elected Vice President - Publishing and publisher of the Wisconsin State Journal in July 2000. For more than the past 5 years he has been Chief Executive Officer of Thomson Newspapers Central Ohio Strategic Marketing Group.

Vytenis P. Kuraitis was elected Vice President - Human Resources in January 1997. From August 1994 through January 1997 he was Director of Human Resources.

Charles D. Waterman, III was elected Secretary of the Company in November 1989. He is presently, and for more than the past five years has been, a partner in the law firm of Lane \& Waterman, Davenport, Iowa, general counsel of the Company. Accounting Officer.

Gregory P. Schermer was elected Vice President - Interactive Media in November 1997; from 1989 through November 1997 he was, and continues to serve as, corporate counsel for the Company.

Michael E. Phelps was elected Vice President - Sales and Marketing in February 2000. For more than the past 5 years he has been managing principal of Phelps, Cutler \& Associates newspaper management consultants.

Item 5. Market for the Registrant's Common Stock and Related Stockholder Matters

## COMMON STOCK PRICES AND DIVIDENDS

Lee Common Stock is listed on the New York Stock Exchange. Lee Class B Common Stock was issued to stockholders of record of the Company in 1986 pursuant to a $100 \%$ stock dividend and is converted at sale or the option of the holder into Lee Common Stock. The table below shows the high and low prices of Lee Common Stock for each quarter during the past three years, the closing price at the end of each quarter and the dividends paid per share.


## STOCK PRICES

| 2000 |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $\quad$ High | $\$ 28$ | $15 / 16$ | $\$ 26$ | $3 / 16$ | $\$ 31$ | $9 / 16$ | $\$ 32$ | $1 / 4$ |
| $\quad$ Low | 23 | $1 / 4$ | 20 | $1 / 2$ | 19 | $11 / 16$ | 27 | $1 / 4$ |
| Closing | 28 | $7 / 8$ | 23 | $5 / 16$ | 26 | $1 / 8$ | 31 | $15 / 16$ |
|  |  |  |  |  |  |  |  |  |
| 1999 | $\$ 31$ | $1 / 16$ | $\$ 30$ | $1 / 2$ | $\$ 31$ | $7 / 16$ | $\$ 31$ | $1 / 2$ |
| High | 26 | $1 / 8$ | 27 | $1 / 2$ | 26 | $5 / 16$ | 21 | $13 / 16$ |
| Low | 27 | $3 / 8$ | 30 | $1 / 2$ | 29 |  | 31 | $1 / 2$ |
| Closing |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| 1998 | $\$ 31$ | $3 / 4$ | $\$ 33$ | $7 / 8$ | $\$ 33$ | $9 / 16$ | $\$ 29$ | $13 / 16$ |
| High | 23 | $1 / 2$ | 27 | $5 / 16$ | 28 |  | 25 | $1 / 2$ |
| Low | 25 | $15 / 16$ | 30 | $5 / 8$ | 33 | $9 / 16$ | 29 | $9 / 16$ |

DIVIDENDS PAID

| 2000 | $\$$ | 0.16 | $\$$ | 0.16 | $\$$ | 0.16 | $\$$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| 1999 |  | 0.15 |  | 0.15 |  | 0.15 |  |
| 1998 |  | 0.14 |  | 0.14 |  | 0.14 |  |

For a description of the relative rights of Common Stock and Class B Common Stock, see Note 7 of the Notes to Consolidated Financial Statements under Item 8, herein.

At September 30, 2000, the Company had 3,185 holders of Common Stock and 2,064 holders of Class B Common Stock.

## FIVE YEAR FINANCIAL PERFORMANCE

Year Ended September 30:

## OPERATIONS

Operating revenue
Income from continuing operations

Discontinued operations Gain (loss) on disposition of discontinued operations

Net income

PER SHARE AMOUNTS
Weighted average shares:
Basic
Diluted

Basic:
Income from continuing operations
Discontinued operations
Gain (loss) on disposition of discontinued operations

Net income

Diluted:
Income from continuing operations
Discontinued operations
Gain (loss) on disposition of discontinued operations

Net income

Dividends

OTHER DATA
Total assets
Debt, including current maturities
Stockholders' equity


| $\begin{aligned} & 44,005 \\ & 44,360 \end{aligned}$ |  | $\begin{aligned} & 44,273 \\ & 44,861 \end{aligned}$ |  | $\begin{aligned} & 44,829 \\ & 45,557 \end{aligned}$ |  | $\begin{aligned} & 46,393 \\ & 47,243 \end{aligned}$ |  | $\begin{aligned} & 46,973 \\ & 47,899 \end{aligned}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |
| \$ | 1.59 | \$ | 1.29 | \$ | 1.07 | \$ | 1.07 | \$ | 0.86 |
|  | 0.11 |  | 0.25 |  | 0.32 |  | 0.28 |  | 0.44 |
|  | 0.20 |  | -- |  | -- |  | 0.03 |  | (0.33) |
| \$ | 1.90 | \$ | 1.54 | \$ | 1.39 | \$ | 1.38 | \$ | 0.97 |


| \$ | 1.58 | \$ | 1.27 | \$ | 1.05 | \$ | 1.06 | \$ | 0.84 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 0.11 |  | 0.25 |  | 0.32 |  | 0.27 |  | 0.44 |
|  | 0.20 |  | -- |  | -- |  | 0.03 |  | (0.33) |
| \$ | 1.89 | \$ | 1.52 | \$ | 1.37 | \$ | 1.36 | \$ | 0.95 |
| \$ | 0.64 | \$ | 0.60 | \$ | 0.56 | \$ | 0.52 | \$ | 0.48 |


| $\$ 746,233$ | $\$ 679,513$ | $\$ 660,585$ | $\$ 650,963$ | $\$ 527,416$ |
| ---: | ---: | ---: | ---: | ---: |
| 222,932 | 204,625 | 219,481 | 203,735 | 95,503 |
| 395,167 | 354,329 | 319,759 | 319,390 | 324,954 |

Item 7. Management Discussion and Analysis of Financial Condition and Results of Operations

This Management Discussion and Analysis of Financial Condition and Results of Operations contains certain forward-looking statements that are based largely on the Company's current expectations and are subject to certain risks, trends, and uncertainties that could cause actual results to differ materially from those anticipated. Among such risks, trends, and uncertainties are changes in advertising demand, newsprint prices, interest rates, and other economic conditions and the effect of acquisitions, investments, and dispositions on the Company's results of operations or financial condition. The words "believe," "expect," "anticipate," "intends," "plans," "projects," "considers," and similar expressions generally identify forward-looking statements. Readers are cautioned not to place undue reliance on such forward-looking statements, which are as of the date of this filing.

Operating results are summarized below:

|  | 2000 | 1999 | 1998 |
| :---: | :---: | :---: | :---: |
|  | (Dollars in Thousands, Except Per Share Data) |  |  |
| Operating revenue | \$431, 513 | \$413, 846 | \$391, 261 |
| Percent change | 4.3\% | 5.8\% | 19.9\% |
| Income before depreciation, amortization, |  |  |  |
| interest and taxes (EBITDA) * | 131,793 | 124,955 | 113,990 |
| Percent change | 5.5\% | 9.6\% | 15.7\% |
| Operating income | 102,467 | 97,369 | 87,899 |
| Percent change | 5.2\% | 10.8\% | 7.3\% |
| Non-operating (income) expense, net | $(7,748)$ | 10,205 | 12,715 |
| Income from continuing operations | 69,875 | 56,821 | 47,674 |
| Percent change | 23.0\% | 19.2\% | (4.4\%) |
| Earnings per share, continuing operations |  |  |  |
| Basic | 1.59 | 1.29 | 1.07 |
| Percent change | 23.3\% | 20.6\% | 0.0\% |
| Diluted | 1.58 | 1.27 | 1.05 |
| Percent change | 24.4\% | 21.0\% | (0.9\%) |

* EBITDA is not a financial performance measurement under generally accepted accounting principles (GAAP), and should not be considered in isolation or a substitute for GAAP performance measurements. EBITDA is also not reflected in the Company's consolidated statement of cash flows, but it is a common and meaningful alternative performance measurement for comparison to other companies in the newspaper industry. The computation excludes other non-operating items which are primarily the gain on sale of businesses.

Operating revenue consists of the following:
$\qquad$
(Dollars in Thousands)
Advertising revenue:
Retail advertising: Retail - "run-of-press" Retail - preprint and other

Total retail advertising
Percent change

| \$ 110,996 | \$ 108, 203 | \$ 106, 889 |
| :---: | :---: | :---: |
| 48,944 | 46,344 | 44,477 |
| 159,940 | 154,547 | 151,366 |
| 3.5\% | 2.1\% | 21.9\% |
| 9,318 | 8,737 | 7,613 |
| 6.6\% | 14.8\% | 8.2\% |
| 101, 061 | 95,854 | 87,622 |
| 5.4\% | 9.4\% | 34.5\% |
| 5,894 | 5,254 | 4,783 |
| 12.2\% | 9.8\% | 26.4\% |
| 276,213 | 264,392 | 251,384 |
| 4.5\% | 5.2\% | 25.6\% |
| 80,468 | 83,102 | 83, 091 |
| (3.2\%) | - \% | 2.8\% |
| 65,455 | 57,114 | 48,419 |
| 14.6\% | 18.0\% | 29.2\% |

The following advertising and circulation revenue results are presented exclusive of acquisitions and dispositions.

Retail "run-of-press" advertising is advertising by merchants in the local community which is printed in the newspaper, rather than "preprints", which are printed separately by the Company or others and inserted into the newspaper. Retail revenue increased . 5\% in 2000, . 4\% in 1999, and decreased (.3\%) in 1998. Retail revenue increases were caused primarily by an increase in volume as a result of the continuing emphasis on price incentives in return for larger or more frequent ads.

Total revenue realized from retail and national merchants includes preprints, which have lower-priced, higher-volume distribution rates. Preprint revenue increased 2.9\% in 2000, 4.2\% in 1999, and 4.4\% in 1998.

Classified advertising revenue increased approximately $4.9 \%$ in 2000, $5.3 \%$ in 1999, and $8.1 \%$ in 1998. In 2000 growth in advertising revenue was in the employment and automotive categories. In 1999 growth in advertising revenue was in the automotive and to a lesser extent in the employment categories. This growth offset a decrease in real estate. In 1998 continued significant growth in employment and real estate advertising offset a small reduction in automotive.

In total, advertising revenue increased 3.1\%, 3.2\%, and 3.6\%.
In 2000 circulation revenue decreased (2.4\%) primarily as a result of a decrease in units. In 1999 circulation revenue decreased by (.3\%) as a result of a decrease in volume offset by higher rates. In 1998 circulation revenue decreased (.8\%) as a result of a decrease in volume.

Other revenue consists of revenue from commercial printing, products, and services delivered outside the newspaper (which include activities such as target marketing, special event production, and online service) and editorial service contracts with Madison Newspapers, Inc.

Other revenue by category is as follows:

| 2000 | 1999 | 1998 |
| :---: | :---: | :---: |
| (In Thousands) |  |  |
| \$ 26,789 | \$ 23,774 | \$ 22,278 |
| 13,929 | 10,702 | 5,500 |
| 3,250 | 1,597 | 924 |
| 12,543 | 12,297 | 11,349 |
| 29,722 | 24,596 | 17,773 |
| 8,944 | 8,744 | 8,368 |
| \$ 65,455 | \$ 57, 114 | \$ 48,419 |

In 2000, 1999, and 1998, exclusive of the effects of acquisitions and dispositions, other revenue increased $6.2 \%$, $16.5 \%$, and $3.6 \%$, respectively. Commercial printing increased (decreased) by (5.4\%), 2.7\%, and (4.3\%), respectively, due primarily to changes in sales volumes. Niche publications revenue increased $24.6 \%, 95.3 \%$, and $28.8 \%$, respectively, with the introduction of new products. Internet/online revenue increased 103.7\%, 73.8\%, and 336.9\%, respectively, due to growth in advertising revenue

The following table sets forth the percentage of revenue of certain items.

Revenue

Compensation costs
Newsprint and ink
Other operating expenses

Income before depreciation, amortization, interest and taxes
Depreciation and amortization

| 2000 | 1999 | 1998 |
| :---: | :---: | :---: |
| 100.0\% | 100.0\% | 100.0\% |
| 36.8 | 36.4 | 36.1 |
| 9.0 | 9.0 | 10.5 |
| 23.7 | 24.4 | 24.2 |
| 69.5 | 69.8 | 70.8 |
| 30.5 | 30.2 | 29.2 |
| 6.8 | 6.7 | 6.7 |

Exclusive of the effects of acquisitions and dispositions, in 2000 costs other than depreciation and amortization increased by 2.0\%. Newsprint and ink costs decreased by (2.7\%) due primarily to lower prices paid for newsprint in the first six months of the fiscal year. Compensation costs increased $4.0 \%$ primarily due to an increase in average compensation rates. Other operating costs increased .9\%.

Exclusive of the effects of acquisitions, in 1999 costs other than depreciation and amortization increased by $2.7 \%$. Newsprint and ink costs decreased by (10.0\%) due to lower prices for newsprint offset by a slight increase in usage. Compensation costs increased $5.2 \%$ due to an increase in average compensation and hours worked. Other operating costs increased 4.6\%.

Exclusive of the effects of acquisitions, in 1998 costs other than depreciation and amortization increased 4.9\%. Newsprint and ink costs increased $12.1 \%$ due to higher prices for newsprint and greater consumption. Compensation costs increased $5.0 \%$ due to an increase in average compensation and hours worked. Other operating costs increased 2.0\%.

## NON-OPERATING INCOME AND EXPENSE

Financial expense decreased by approximately $\$(220,000)$ in 2000 primarily due to payments on long-term debt and increased capitalized interest of $\$ 686,000$ offset by interest on short-term borrowings and increased deferred compensation costs. Financial expense decreased by approximately $\$(1,748,000)$ in 1999 primarily due to payments on long-term debt and a $\$ 500,000$ increase in capitalized interest offset by additional deferred compensation costs. Financial expense increased by approximately $\$ 6,300,000$ in 1998 due to borrowings to finance The Pacific Northwest Group acquisition. Interest on deferred compensation arrangements for executives and others is offset by financial income earned on the invested funds held in trust. Financial income and expense included $\$ 858,000$, $\$ 501,000$, and $\$ 24,000$ in 2000, 1999, and 1998, respectively, as a result of these arrangements.

In 2000, financial income increased by approximately $\$ 1,339,000$ due primarily to an increase in income earned on short-term investments, notes receivable, and deferred compensation funds. Financial income remained relatively unchanged in 1999 and 1998.

In 2000, other non-operating income, net consists primarily of a \$18,439,000 gain from the sale of publishing properties and losses related to its 6.3\% interest in Ad One, LLC, a provider of integrated online classified solutions for the newspaper industry. In 1999, other non-operating income, net represents the gain from the sale of a shopper publication.

## INCOME TAXES

Income taxes were $36.6 \%$, $34.8 \%$, and $36.6 \%$ of pretax income in 2000, 1999, and 1998, respectively. In 1999 income taxes were reduced by $\$ 1,500,000$ due to a settlement of a contingency. Exclusive of the settlement, income taxes were $36.5 \%$ of pretax income.

## DISCONTINUED OPERATIONS

On October 1, 2000, the Company consummated the sale of substantially all of its broadcasting properties for approximately $\$ 565,000,000$, net of selling expenses. The results for the broadcast properties have been classified as discontinued operations for all periods presented. For additional information related to the disposition, see Note 2 of the Notes to Consolidated Financial Statements under Item 8, herein.

## LIQUIDITY, CAPITAL RESOURCES AND COMMITMENTS

Cash provided by operations totaled $\$ 126,889,000$ in 2000. The Company has a $\$ 50,000,000$ revolving credit arrangement with banks which expires in 2003. The major sources and uses of cash in 2000 were as follows:

Sources of cash:
Operations
(In Thousands) \$ 126, 889

Proceeds from sale of properties
30, 500
8,775
All other
5,139
171,303
Uses of cash:
Acquisitions, net
71,609
Purchase of property and equipment
32, 494
Cash dividends paid
28, 288
Purchase of Lee Enterprises, Incorporated stock
20, 021

Capital expenditures for new and improved facilities and equipment are expected to be approximately $\$ 12,000,000$ in 2001.

The Company anticipates that funds necessary for capital expenditures and other requirements will be available from internally generated funds, net after-tax proceeds from the sale of its broadcast properties, which are expected to be approximately $\$ 390,000,000$, and the Company's revolving credit agreements.

Under the terms of its senior note agreement, the Company will be required to repay the outstanding balance of $\$ 173,400,000$ on October 1, 2001 unless the Company reinvests the net proceeds of the broadcast sale or obtains a waiver of that provision of the agreement. Covenants under these agreements are not considered restrictive to normal operations or anticipated stockholder dividends.

## DIVIDENDS AND COMMON STOCK PRICES

The current quarterly cash dividend is 17 cents per share, an annual rate of 68 cents.

During the fiscal year ended September 30, 2000, the Company paid dividends of $\$ 28,288,000$ or $33.8 \%$ of fiscal year 2000 net income. The Company will continue to review its dividend policy to assure that it remains consistent with its capital demands. Covenants under borrowing arrangements are not considered restrictive to payment of dividends. Lee Common Stock is listed on the New York Stock Exchange. The table under Item 5 herein shows the high and low prices of Lee Common Stock for each quarter during the past three years. It also shows the closing price at the end of each quarter and the dividends paid in the quarter.

## INFLATION

The net effect of inflation on operations has not been material in the last several years because of efforts by the Company to lessen the effect of rising costs through a strategy of improving productivity, controlling costs and, where conditions permit, increasing selling prices.

## QUARTERLY RESULTS

The Company's largest source of publishing revenue, retail run-of-press advertising, is seasonal and tends to fluctuate with retail sales in markets served. Historically, retail run-of-press advertising is higher in the first and third fiscal quarters. Newspaper classified advertising revenue (which includes real estate and automobile ads) is lowest in January and February, which are included in the second fiscal quarter.

Quarterly results of operations are summarized under Item 8, herein.

September 30,

|  | September 30, |  |  |
| :---: | :---: | :---: | :---: |
| ASSETS | 2000 | 1999 | 1998 |
|  | (Doll | in Thous | ds ) |
| Current Assets: |  |  |  |
| Cash and cash equivalents | \$ 29,427 | \$ 10,536 | \$ 16,941 |
| Trade receivables, less allowance for doubtful accounts 2000 \$3,344; 1999 \$4,460; |  |  |  |
| 1998 \$4,110 | 41,212 | 67,122 | 60,443 |
| Receivables from associated companies | 1,500 | 1,438 | 1,437 |
| Inventories | 4,280 | 3,625 | 3,878 |
| Other | 7,380 | 19,822 | 16,892 |
| Net assets of discontinued operations | 167,767 | -- | -- |
| Total current assets | 251,566 | 102,543 | 99,591 |
| Investments: |  |  |  |
| Associated companies | 19,155 | 16,326 | 14,107 |
| Other | 15,021 | 15,819 | 12,364 |
|  | 34,176 | 32,145 | 26,471 |
| Property and Equipment: |  |  |  |
| Land and improvements | 11,473 | 14,103 | 13,856 |
| Buildings and improvements | 63,893 | 67,342 | 65,945 |
| Equipment | 172,366 | 246,484 | 219,491 |
|  | 247,732 | 327,929 | 299, 292 |
| Less accumulated depreciation | 120,376 | 188,726 | 170,920 |
|  | 127,356 | 139,203 | 128,372 |
| Intangibles and Other Assets: |  |  |  |
| Intangibles | 332,520 | 396,392 | 398, 111 |
| Other | 615 | 9,230 | 8,040 |
|  | 333,135 | 405,622 | 406,151 |
|  | \$746, 233 | \$679, 513 | \$660,585 |

See Notes to Consolidated Financial Statements.

| LIABILITIES AND STOCKHOLDERS' | September 30, |  |  |
| :---: | :---: | :---: | :---: |
| EQUITY | 2000 | 1999 | 1998 |
|  | (Dollars in Thousands) |  |  |
| Current Liabilities: |  |  |  |
| Notes payable and current maturities of long-term debt | \$ 49,532 | \$ 17, 620 | \$ 33,453 |
| Accounts payable | 14,242 | 11,764 | 14,277 |
| Compensation and other accruals | 27,603 | 26,551 | 26,966 |
| Income taxes payable | 7,799 | 5,378 | 6,475 |
| Unearned income | 18,451 | 18,135 | 16,890 |
| Total current liabilities | 117,627 | 79,448 | 98,061 |
| Long-Term Debt, net of current maturities | 173,400 | 187,005 | 186, 028 |
| Deferred Items: |  |  |  |
| Retirement and compensation | 13,418 | 13,781 | 13,117 |
| Income taxes | 46,621 | 44,950 | 43,620 |
|  | 60,039 | 58,731 | 56,737 |
| Stockholders' Equity: |  |  |  |
| Capital stock: |  |  |  |
| Serial convertible preferred, no par value; authorized 500,000 shares; issued none | -- | -- | -- |
| Common, $\$ 2$ par value; authorized 60,000,000 shares; issued and outstanding |  |  |  |
| 2000 33,070,000 shares | 66,140 | 66,142 | 65,144 |
| Class B, common, \$2 par value; authorized 30,000,000 shares; issued and outstanding |  |  |  |
| 2000 10,740,000 shares | 21,480 | 22,376 | 23,556 |
| Additional paid-in capital | 37,330 | 32,641 | 28,715 |
| Unearned compensation | $(1,227)$ | (961) | (650) |
| Retained earnings | 271,444 | 234,131 | 202,994 |
|  | 395,167 | 354,329 | 319,759 |
|  | \$746, 233 | \$679, 513 | \$660,585 |


|  | Year Ended September 30, |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2000 |  | 1999 |  | 1998 |  |
|  | (In Thousands Except Per Share Data) |  |  |  |  |  |
| Operating revenue: |  |  |  |  |  |  |
| Advertising | \$ | 276,213 | \$ | 264,392 | \$ | 251,384 |
| Circulation |  | 80,468 |  | 83,102 |  | 83, 091 |
| Other |  | 65,455 |  | 57,114 |  | 48,419 |
| Equity in net income of associated companies |  | 9,377 |  | 9,238 |  | 8,367 |
|  |  | 431, 513 |  | 413,846 |  | 391, 261 |
| Operating expenses: |  |  |  |  |  |  |
| Compensation costs |  | 158,884 |  | 150,462 |  | 141,261 |
| Newsprint and ink |  | 38,625 |  | 37,447 |  | 41,165 |
| Depreciation |  | 14,546 |  | 13,766 |  | 12,403 |
| Amortization of intangibles |  | 14,780 |  | 13,820 |  | 13,688 |
| Other |  | 102, 211 |  | 100,982 |  | 94,845 |
|  |  | 329, 046 |  | 316,477 |  | 303,362 |
| Operating income |  | 102,467 |  | 97,369 |  | 87,899 |
| Non-operating (income) expense, net: |  |  |  |  |  |  |
| Financial expense |  | 12,643 |  | 12,863 |  | 14,611 |
| Financial (income) |  | $(3,259)$ |  | $(1,920)$ |  | $(1,896)$ |
| Other, net |  | $(17,132)$ |  | (738) |  | -- |
|  |  | $(7,748)$ |  | 10,205 |  | 12,715 |
| Income from continuing operations before taxes on income |  | 110,215 |  | 87,164 |  | 75,184 |
| Income taxes |  | 40,340 |  | 30,343 |  | 27,510 |
| Income from continuing operations |  | 69,875 |  | 56,821 |  | 47,674 |
| Discontinued operations: |  |  |  |  |  |  |
| Income from discontinued operations, net of income tax effect |  | 4,738 |  | 11,152 |  | 14,559 |
| Gain on disposition of discontinued operations, net of income tax effect |  | 9,050 |  | -- |  | -- |
|  |  | 13,788 |  | 11, 152 |  | 14,559 |
| Net income | \$ | 83,663 | \$ | 67,973 | \$ | 62,233 |
| Earnings per share: |  |  |  |  |  |  |
| Basic: |  |  |  |  |  |  |
| Income from continuing operations | \$ | 1.59 | \$ | 1.29 | \$ | 1.07 |
| Income from discontinued operations |  | 0.31 |  | 0.25 |  | 0.32 |
| Net income | \$ | 1.90 | \$ | 1.54 | \$ | 1.39 |
| Diluted: |  |  |  |  |  |  |
| Income from continuing operations | \$ | 1.58 | \$ | 1.27 | \$ | 1.05 |
| Income from discontinued operations |  | 0.31 |  | 0.25 |  | 0.32 |
| Net income | \$ | 1.89 | \$ | 1.52 | \$ | 1.37 |

See Notes to Consolidated Financial Statements.

Year Ended September 30,

|  | Amount |  | Shares |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2000 | 1999 | 1998 | 2000 | 1999 | 1998 |

(In Thousands Except Per Share Data)

| Common Stock: |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Balance, beginning | \$ | 66,142 | \$ | 65,144 | \$ | 66,719 | 33, 071 | 32,572 | 33,359 |
| Conversion from Class B |  |  |  |  |  |  |  |  |  |
| Common Stock |  | 770 |  | 1,116 |  | 649 | 385 | 558 | 325 |
| Shares issued |  | 478 |  | 286 |  | 286 | 239 | 143 | 143 |
| Shares reacquired |  | $(1,250)$ |  | (404) |  | $(2,510)$ | (625) | (202) | $(1,255)$ |
| Balance, ending | \$ | 66,140 | \$ | 66,142 | \$ | 65,144 | 33, 070 | 33, 071 | 32,572 |
| Class B Common Stock: |  |  |  |  |  |  |  |  |  |
| Balance, beginning | \$ | 22,376 | \$ | 23,556 | \$ | 24,298 | 11,188 | 11,778 | 12,149 |
| Conversion to Common Stock |  | (770) |  | $(1,116)$ |  | (649) | (385) | (558) | (325) |
| Shares reacquired |  | (126) |  | (64) |  | (93) | (63) | (32) | (46) |
| Balance, ending | \$ | 21,480 | \$ | 22,376 | \$ | 23,556 | 10,740 | 11,188 | 11,778 |


| Additional Paid-In Capital: |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Balance, beginning | \$ | 32,641 | \$ | 28,715 | \$ | 25,629 |
| Shares issued |  | 4,689 |  | 3,926 |  | 3, 086 |
| Balance, ending | \$ | 37,330 | \$ | 32,641 | \$ | 28,715 |

Unearned Compensation:
Balance, beginning Restricted shares issued Restricted shares canceled Amortization

Balance, ending

| \$ | (961) | \$ | (650) | \$ | (493) |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | $(1,364)$ |  | (1, 081) |  | (714) |
|  | 283 |  | 45 |  | 7 |
|  | 815 |  | 725 |  | 550 |
| \$ | $(1,227)$ | \$ | (961) | \$ | (650) |

Retained Earnings:
Balance, beginning Net income

| $\$ 234,131$ | $\$ 202,994$ | $\$ 203,237$ |
| ---: | ---: | ---: |
| 83,663 | 67,973 | 62,233 |

ash dividends per share 2000 \$.64; 1999 \$.60; 1998 \$. 56 Shares reacquired

Balance, ending

Stockholders' Equity

See Notes to Consolidated Financial Statements.

|  | Year Ended September 30, |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2000 |  | 1999 |  | 1998 |  |
|  | (In Thousands) |  |  |  |  |  |
| Cash Provided by Operating Activities: |  |  |  |  |  |  |
| Net income | \$ | 83,663 | \$ | 67,973 | \$ | 62,233 |
| Adjustments to reconcile net income to net cash |  |  |  |  |  |  |
| provided by operating activities: |  |  |  |  |  |  |
| Depreciation and amortization |  | 41,263 |  | 39,748 |  | 37,576 |
| Gain on sale of publishing properties |  | $(18,439)$ |  | (738) |  | -- |
| Distributions less than earnings of associated companies |  | $(2,891)$ |  | $(2,220)$ |  | $(1,922)$ |
| Change in assets and liabilities, net of effects from business acquisitions: |  |  |  |  |  |  |
| (Increase) decrease in receivables |  | 3,727 |  | $(6,154)$ |  | $(3,131)$ |
| (Increase) decrease in inventories and other |  | 1,424 |  | (749) |  | 1,427 |
| Increase (decrease) in accounts payable, accrued expenses and unearned income |  | 7,831 |  | $(2,117)$ |  | 2,370 |
| Increase (decrease) in income taxes payable |  | 2,421 |  | $(1,097)$ |  | 1,721 |
| Other, primarily deferred items |  | 7,890 |  | 3,206 |  | 465 |
| Net cash provided by operating activities |  | 126,889 |  | 97,852 |  | 100,739 |
| Cash (Required for) Investing Activities: |  |  |  |  |  |  |
| Acquisitions, net |  | $(71,609)$ |  | $(15,416)$ |  | $(11,944)$ |
| Purchase of property and equipment |  | $(32,494)$ |  | $(32,431)$ |  | $(26,725)$ |
| Proceeds from sale of publishing properties |  | 8,775 |  | 492 |  | -- |
| Other |  | 929 |  | $(3,867)$ |  | (952) |
| Net cash (required for) investing activities |  | $(94,399)$ |  | (51, 222 ) |  | $(39,621)$ |
| Cash (Required for) Financing Activities: |  |  |  |  |  |  |
| Purchase of common stock |  | $(20,021)$ |  | $(11,830)$ |  | $(51,388)$ |
| Cash dividends paid |  | $(28,288)$ |  | $(26,623)$ |  | $(25,160)$ |
| Proceeds from long-term borrowings |  | -- |  | -- |  | 185,000 |
| Proceeds from (payments on) short-term notes payable, net |  | 30,500 |  | 6,000 |  | (145, 000) |
| Principal payments on long-term borrowings |  | -- |  | $(25,000)$ |  | $(25,000)$ |
| Other |  | 4,210 |  | 4,418 |  | 3,208 |
| Net cash (required for) financing activities |  | $(13,599)$ |  | $(53,035)$ |  | $(58,340)$ |
| Net increase (decrease) in cash and cash equivalents |  | 18,891 |  | $(6,405)$ |  | 2,778 |
| Cash and cash equivalents: |  |  |  |  |  |  |
| Beginning |  | 10,536 |  | 16,941 |  | 14,163 |
| Ending | \$ | 29,427 | \$ | 10,536 | \$ | 16,941 |

See Notes to Consolidated Financial Statements.

Note 1. Nature of Business and Significant Accounting Policies
Nature of business:
As of September 30, 2000, operating divisions and associated companies publish 28 daily newspapers and more than 100 other weekly, classified and specialty publications and operate more than 75 Web sites.

Significant accounting policies:
Accounting estimates: The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Principles of consolidation: The consolidated financial statements include the accounts of the Company and its wholly-owned subsidiaries. All significant intercompany items have been eliminated.

Inventories: Newsprint inventories are priced at the lower of cost or market with cost being determined primarily by the last-in, first-out method. Newsprint inventories as of September 30, 2000, 1999, and 1998 were less than replacement cost by $\$ 4,481,000, \$ 4,710,000$, and $\$ 4,815,000$, respectively.

Investments: Investments in the common stock or joint venture capital of associated companies are reported at cost plus the Company's share of undistributed earnings since acquisition, less amortization of intangibles and share of losses.

Long-term loans to associated companies are included in investments in associated companies.

Other investments primarily consist of various marketable securities held in trust under a deferred compensation arrangement. These investments are classified as trading securities and carried at fair value with gains and losses reported in the consolidated statements of income.

Property and equipment: Property and equipment is carried at cost. Equipment, except for printing presses, is depreciated primarily by declining-balance methods. The straight-line method is used for all other assets. The estimated useful lives in years are as follows:

Buildings and improvements
Years
----- -

Publishing:
Printing presses $\quad 15-20$
Other major equipment 3-11
The Company capitalizes interest as part of the cost of constructing major facilities.

Intangibles: Intangibles include covenants not to compete, consulting agreements, customer lists, newspaper subscriber lists, and the excess costs over fair value of net assets of businesses acquired.

The excess costs over fair value of net tangible assets include \$6,493,000 incurred prior to October 31, 1970, which is not being amortized. Excess costs related to specialty publications are being amortized over 10 to 15 year periods. Intangibles representing non-compete covenants, consulting agreements, customer lists, and newspaper subscriber lists are being amortized over periods of 3 to 40 years. The remaining costs are being amortized over a period of 40 years. All intangibles are amortized by the straight-line method.

The Company reviews its intangibles and other long-lived assets annually to determine potential impairment. In performing the review, the Company estimates the future cash flows expected to result from the use of the asset and its eventual disposition. If the sum of the expected future cash flows (undiscounted and without interest charges) is less than the carrying amount of the asset, an impairment is recognized. The amount of impairment is measured based upon projected discounted future cash flows using a discount rate reflecting the Company's average cost of funds.

Unearned income: Unearned income arises in the ordinary course of business from advance subscription payments for newspapers. Revenue is recognized in the period in which it is earned.

Advertising costs: Advertising costs, which are not material, are expensed as incurred.

Income taxes: Deferred taxes are provided on a liability method whereby deferred tax assets are recognized for deductible temporary differences and loss carryforwards and deferred tax liabilities are recognized for taxable temporary differences. Temporary differences are the differences between the reported amounts of assets and liabilities and their tax basis. Deferred tax assets are reduced by a valuation allowance when, in the opinion of management, it is more likely than not that some portion or all of the deferred tax assets will not be realized. Deferred tax assets and liabilities are adjusted for the effects of changes in tax laws and rates on the date of enactment.

Cash and cash equivalents: For the purpose of reporting cash flows, the Company considers all highly liquid debt instruments purchased with an original maturity of three months or less at date of acquisition to be cash equivalents.

Restricted stock: The Company amortizes as compensation cost the value of restricted stock, issued under a long-term incentive plan, by the straight-line method over the three-year restriction period.

Reclassification: Certain items on the consolidated statements of income for the years ended September 30, 1999 and 1998 have been reclassified, with no effect on income or earnings per share, to be consistent with the classifications adopted for the year ended September 30, 2000.

Note 2. Discontinued Operations and Subsequent Event
On March 1, 2000, the Company decided to discontinue the operations of the Broadcast division. On May 7, 2000 the Company entered into an agreement to sell substantially all of its broadcasting operations, consisting of eight network-affiliated and seven satellite television stations, to Emmis Communications Corporation and closed October 1, 2000. The net proceeds are approximately $\$ 565,000,000$ resulting in an after-tax gain for financial reporting purposes of approximately $\$ 250,000,000$. The results for the Broadcast operations have been classified as discontinued operations for all periods presented in the consolidated statements of income. The assets and liabilities of discontinued operations have been classified in the consolidated balance sheet as "net assets of discontinued operations" as of September 30, 2000.

The income from discontinued operations consists of the following:

| 2000 | 1999 | 1998 |
| :---: | :---: | :---: |
| (In Thousands) |  |  |
| \$23, 620 | \$19,371 | \$24,948 |
| 9,832 | 8,219 | 10,389 |
| \$13, 788 | \$11,152 | \$14,559 |

As of September 30, 2000, the assets and liabilities of the Broadcast division consisted of the following (in thousands):

| Assets: |  |
| :---: | :---: |
| Accounts receivable, net | \$ 23,493 |
| Program rights and other | 8,190 |
| Property and equipment, net | 29,775 |
| Intangibles and other assets | 122,310 |
|  | 183,768 |
| Liabilities: |  |
| Current liabilities | 13,072 |
| Deferred items and other | 2,929 |
|  | 16,001 |
| Net assets of discontinued operations | \$167,767 |

Note 3. Acquisitions and Dispositions of Publishing Properties
On October 1, 1999 the Company acquired a daily newspaper and specialty publications in Beatrice, Nebraska and received $\$ 9,300,000$ of cash in exchange for all the assets used in, and liabilities related to, the publication, marketing, and distribution of two daily newspapers and the related specialty and classified publications in Kewanee, Geneseo, and Aledo, Illinois and Ottumwa, Iowa.

In addition, the Company acquired three daily newspapers, eleven weekly newspapers, and fifteen classified or specialty publications in 2000, one daily newspaper, two weekly, and four classified or specialty publications in 1999, and five classified or specialty publications and one commercial printer in 1998.

All acquisitions were accounted for as a purchase and the results of operations since the date of acquisition are included in the consolidated financial statements. These acquisitions and dispositions had the effect of increasing revenue and operating income by approximately $\$ 8,300,000$ and $\$ 150,000$, respectively, for the year ended September 30, 2000, as compared to the prior year.

The purchase price of business acquisitions was allocated as follows:

| 2000 |  | 1999 | 1998 |  |
| :---: | :---: | :---: | :---: | :---: |
| (In Thousands) |  |  |  |  |
| \$ 1,475 | \$ | (100) | \$ | 377 |
| 8,197 |  | 1,207 |  | 1,326 |
| 74,745 |  | 16,048 |  | 11,485 |
| 54 |  | -- |  | -- |
| (432) |  | $(1,000)$ |  | $(1,194)$ |
| $(1,170)$ |  | (739) |  | (50) |
| 82,869 |  | 15,416 |  | 11,944 |
| 11,260 |  | -- |  | -- |
| \$ 71,609 |  | 15,416 | \$ | 11,944 |

Proceeds from the sale of properties consisted of the following:

|  | Year Ended September 30, 2000 |
| :---: | :---: |
|  | (In Thousands) |
| Noncash working capital | \$ 111 |
| Property and equipment | 764 |
| Intangible assets | 721 |
|  | 1,596 |
| Gain recognized on sale of properties | 18,439 |
|  | 20,035 |
| Less fair value of assets exchanged | 11,260 |
| Proceeds from sale of properties | \$ 8,775 |

Note 4. Investments in Associated Companies

The Company has a 50\% ownership interest in Madison Newspapers, Inc., a newspaper company which publishes daily, Sunday, and weekly publications in Madison and three other daily newspapers, seven weekly publications, and various other classified publications in Wisconsin and interest in Internet service ventures.

Summarized financial information of Madison Newspapers, Inc. is as follows:

(In Thousands)
ASSETS
Current assets

| \$28,102 | \$30,337 | \$25,732 |
| :---: | :---: | :---: |
| 34, 025 | 6,011 | 5,919 |
| 14,044 | 9,531 | 9,997 |
| \$76, 171 | \$45, 879 | \$41, 648 |

LIABILITIES AND STOCKHOLDERS' EQUITY
Current liabilities

| $\$ 23,394$ | $\$ 14,023$ | $\$ 14,472$ |
| ---: | :---: | :---: |
| 16,000 | -- | -- |
| 36,777 | 31,856 | 27,176 |

Stockholders' equity

Revenue

| $\$ 97,279$ | $\$ 90,626$ | $\$ 85,302$ |
| ---: | ---: | ---: |
| 32,482 | 31,920 | 29,439 |
| 29,781 | 29,325 | 26,671 |
| 18,791 | 18,461 | 16,881 |

Current receivables from associated companies consist of dividends from Madison Newspapers, Inc. Certain information relating to Company investment in Madison Newspapers, Inc. is as follows:

Share of:

| Stockholders' equity | $\$ 18,388$ | $\$ 15,928$ | $\$ 13,588$ |
| :--- | ---: | ---: | ---: |
| Undistributed earnings | 18,164 | 15,704 | 13,364 |

Note 5. Debt
The Company has a $\$ 50,000,000$ unsecured revolving loan agreement with a bank group which expires in 2003. Interest rates float at rates specified in the agreement. The Company has borrowings of $\$ 37,500,000$ and $\$ 6,000,000$ under this agreement as of September 30, 2000 and 1999, respectively.

The Company has long-term obligations, net of current maturities, as follows:

| September 30, |  |  |
| :---: | :---: | :---: |
| 2000 | 1999 | 1998 |
| (In Thousands) |  |  |
| \$173,400 | \$185, 000 | \$185, 000 |
| -- | 2,005 | 1,028 |
| \$173,400 | \$187, 005 | \$186, 028 |

Aggregate maturities during the next five years are $\$ 11,600,000, \$ 11,600,000$, $\$ 11,600,000, \$ 36,600,000$, and $\$ 11,600,000$. Under the terms of its senior note agreement, the Company will be required to repay the outstanding balance of $\$ 173,400,000$ on October 1, 2001 unless the Company reinvests the net proceeds of its broadcast sale or obtains a waiver of that provision of the agreement. Covenants under these agreements are not considered restrictive to normal operations or anticipated stockholder dividends.

Note 6. Retirement and Compensation Plans

Substantially all the Company's employees are covered by a qualified defined contribution retirement plan. The Company has other retirement and compensation plans for executives and others. Retirement and compensation plan costs, including interest on deferred compensation costs, charged to operations were \$10,400,000 in 2000, \$9,700,000 in 1999, and \$8,300,000 in 1998.

Note 7. Common Stock, Class B Common Stock, and Preferred Share Purchase Rights
Class B Common Stock has ten votes per share on all matters and generally votes as a class with Common Stock (which has one vote per share). The transfer of Class B Common Stock is restricted; however, Class B Common Stock is at all times convertible into shares of Common Stock on a share-for-share basis. Common Stock and Class B Common Stock have identical rights with respect to cash dividends and upon liquidation. All outstanding Class B Common Stock converts to Common Stock when the shares of Class B Common Stock total less than 5,600,000 shares.

On May 7, 1998, the Board of Directors adopted a Shareholder Rights Plan ("Plan"). Under the Plan, the Board declared a dividend of one Preferred Share Purchase Right ("Right") for each outstanding Common and Class B Common share (collectively "Common Shares") of the Company. The Rights are attached to and automatically trade with the outstanding shares of the Company's Common Shares.

The Rights will become exercisable only in the event that any person or group of affiliated persons becomes a holder of $20 \%$ or more of the Company's outstanding Common Shares, or commences a tender or exchange offer which, if consummated, would result in that person or group of affiliated persons owning at least 20\% of the Company's outstanding Common Shares. Once the Rights become exercisable, they entitle all other shareholders to purchase, by payment of a $\$ 150$ exercise price, one one-thousandth of a share of Series A Participating Preferred Stock, subject to adjustment, with a value of twice the exercise price. In addition, at any time after a $20 \%$ position is acquired and prior to the acquisition of a $50 \%$ position, the Board of Directors may require, in whole or in part, each outstanding Right (other than Rights held by the acquiring person or group of affiliated persons) to be exchanged for one share of Common Stock or one one-thousandth of a share of Series A Preferred Stock. The Rights may be redeemed at a price of $\$ 0.001$ per Right at any time prior to their expiration on May 31, 2008.

Note 8. Stock Option, Restricted Stock, and Stock Purchase Plans
At September 30, 2000, the Company has three stock-based compensation plans which are described below. As permitted under generally accepted accounting principles, grants under those plans are accounted for following APB Opinion No. 25 and related interpretations. Accordingly, no compensation cost has been recognized for grants under the stock option or the stock purchase plans. Had compensation costs for all of the stock-based compensation plans been determined based on the grant date fair values of awards (the method described in FASB Statement No. 123), reported net income and earnings per common share would have been reduced to the pro forma amounts shown below:
2000
1999
1998
(Thousands, Except Per Share Data)
Net income:
As reported
Pro forma
$\$ \quad 83,663$

82,035 $\quad \$ \quad$\begin{tabular}{l}
67,973 <br>
66,600

$\quad \$ \quad$

62,233 <br>
60,945
\end{tabular}

Earnings per share:
Basic:

| As reported | $\$ \quad 1.90$ | $\$$ | 1.54 | $\$$ | 1.39 |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |

Pro forma
\$
Diluted:

| As reported | 1.89 | 1.52 | 1.37 |
| :--- | :--- | :--- | :--- |
| Pro forma | 1.85 | 1.49 | 1.34 |

Stock option and restricted stock plans:
The Company has reserved $4,910,000$ shares of Common Stock for issuance to key employees under an incentive and nonstatutory stock option and restricted stock plan approved by stockholders. Options have been granted at a price equal to the fair market value on the date of grant, and are exercisable in cumulative installments over a ten-year period. The fair value of each grant is estimated at the grant date using the Black-Scholes option-pricing model with the following weighted-average assumptions for grants in 2000, 1999, and 1998, respectively: dividend rates of $2.0 \%$ to $2.52 \%, 2.06 \%$, and $1.95 \%$; price volatility of $18.5 \%$ to $19.4 \%$, $18.5 \%$, and $14.5 \%$; risk-free interest rates based upon the life of the option ranging from 6.03\% to 6.72\%, $4.84 \%$ to $6.03 \%$, and $5.29 \%$ to $5.77 \%$; and expected lives based upon the life of the option ranging from .7 to 8 years.

```
A summary of the stock option plan is as follows:
```



Restricted stock is subject to an agreement requiring forfeiture by the employee in the event of termination of employment within three years of the grant date for reasons other than normal retirement, death or disability. In 2000, 1999, and 1998, the Company granted 46,000, 39,000, and 26,000 shares, respectively, of restricted stock to employees. As of September 30, 2000, 92,000 shares of restricted stock were outstanding.

At September 30, 2000, 3,732,000 shares were available for granting of stock options or issuance of restricted stock.

Stock purchase plan:
The Company has $1,072,000$ shares of Common Stock available for issuance pursuant to an employee stock purchase plan. April 30, 2001 is the exercise date for the current offering. The purchase price is the lower of $85 \%$ of the fair market value at the date of the grant or the exercise date, which is one year from the date of the grant. The weighted-average fair values per share of purchase rights granted in 2000, 1999, and 1998 computed using the Black-Scholes option-pricing model were $\$ 5.32$, $\$ 6.34$, and $\$ 6.65$, respectively.

In 2000, 1999, and 1998 employees purchased 124,000, 97,000, and 95,000 shares, respectively, at a per share price of $\$ 19.31$ in 2000, $\$ 24.78$ in 1999, and \$20.98 in 1998.

Components of income tax expense consist of the following:

| 2000 | 1999 | 1998 |
| :---: | :---: | :---: |
| (In Thousands) |  |  |
| \$36, 036 | \$30,633 | \$29,943 |
| 6,612 | 5,652 | 5,525 |
| 7,524 | 2,277 | 2,431 |
| \$50, 172 | \$38, 562 | \$37, 899 |

The total tax provision has been allocated to the following financial statement items:

| Year Ended September 30, |  |
| :---: | :---: | :---: |
| $------------------------1999 ~$ |  |

(In Thousands)
Income from continuing operations

| \$40, 340 | \$30,343 | \$27,510 |
| :---: | :---: | :---: |
| 9,832 | 8,219 | 10,389 |
| \$50, 172 | \$38, 562 | \$37,899 |

,

Income tax expense for the years ended September 30, 2000, 1999, and 1998 is different from the amounts computed by applying the U.S. federal income tax rate to income before income taxes. The reasons for these differences are as follows:

| 2000 | 1999 | 1998 |
| :---: | :---: | :---: |
| 35.0\% | 35.0\% | 35.0\% |
| 4.0 | 3.9 | 3.9 |
| (1.9) | (2.7) | (2.6) |
| 1.3 | 1.6 | 1.7 |
| (0.9) | (1.6) | (0.2) |
| 37.5\% | 36.2\% | 37.8\% |

Foreign taxes are not material.
Net deferred tax liabilities consist of the following components as of September 30, 2000, 1999, and 1998:


| \$10,190 | \$ 8,863 | \$ 8,334 |
| :---: | :---: | :---: |
| 1,457 | 1,267 | 1,096 |
| 3,266 | 3,308 | 3,308 |
| 38,168 | 34,163 | 32,653 |
| 178 | 2,831 | 2,981 |
| 53,259 | 50,432 | 48,372 |
| 8,181 | 8,309 | 7,747 |
| 1,341 | 1,060 | 728 |
| -- | 5,588 | 6,774 |
| 4,161 | 7,591 | 8,121 |
| 1,443 | 1,708 | 1,745 |
| 15,126 | 24,256 | 25,115 |
| 4,161 | 13,179 | 15,325 |
| 10,965 | 11, 077 | 9,790 |

The components giving rise to the net deferred tax liabilities described above have been included in the accompanying balance sheets as of September 30, 2000, 1999, and 1998 as follows:

| 2000 | 1999 | 1998 |
| :---: | :---: | :---: |
| (In Thousands) |  |  |
| \$ 4,327 | \$ 5,595 | \$ 5,038 |
| $(46,621)$ | $(44,950)$ | $(43,620)$ |
| \$(42, 294 ) | \$(39,355) | \$ 38,582$)$ |

The Company provided a valuation allowance due to limitations imposed by the tax laws on the Company's ability to realize the benefit of capital loss and net operating loss carryforwards. During the year ended September 30, 2000, management determined the valuation allowance and tax contingency on the acquired loss carryforward of SJL of Kansas Corp (SJL), which was sold on October 1, 2000, should be reduced by $\$ 1,155,000$ and $\$ 1,312,000$, respectively, with a corresponding $\$ 2,467,000$ reduction to goodwill. The remaining net operating loss carryforwards of $\$ 11,142,000$ will be transferred to the acquiror on October 1, 2000. Therefore, the deferred taxes for the net operating loss and the valuation allowance for $\$ 4,433,000$ have been eliminated. During the years ended September 30, 2000 and 1999, \$3,430,000 and \$2,146,000, respectively, of the valuation allowance was transferred to the tax contingency which is included in income taxes payable with no effect on tax expense.

## Note 10. Fair Value of Financial Instruments

The following methods and assumptions were used to estimate the fair value of each class of financial instruments for which it is practicable to estimate that value.

The carrying amounts of cash and cash equivalents, temporary investments, receivables, and accounts payable approximate fair value because of the short maturity of those instruments. The carrying value of other investments consisting of debt and equity securities in a deferred compensation trust are carried at fair value based upon quoted market prices, and \$4,040,000 of equity securities, consisting primarily of the Company's $17 \%$ ownership of the nonvoting common stock of The Capital Times Company, which are carried at cost, as the fair value is not readily determinable. The remaining $\$ 2,194,000$ is an investment in debt and equity securities of Ad One, LLC (a $6.3 \%$ interest) which is being accounted for similar to the equity method.

The fair value of the Company's debt is estimated based on the quoted market prices for the same or similar issues or on the current rates offered to the Company for debt of the same remaining maturities. The estimated fair values of the Company's debt instruments are as follows:

Carrying
Amount Fair Value
(In Thousands)
September 30:
2000
1999

| $\$ 222,932$ | $\$ 216,262$ |
| ---: | ---: |
| 204,625 | 202,047 |
| 219,481 | 245,784 |

The following table sets forth the computation of basic and diluted earnings per share (in thousands except per share amounts):

|  | Year Ended September 30, |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2000 |  | 1999 |  | 1998 |  |
| Numerator: |  |  |  |  |  |  |
| Income applicable to common shares: |  |  |  |  |  |  |
| Income from continuing operations | \$ | 69,875 | \$ | 56,821 | \$ | 47,674 |
| Income from discontinued operations |  | 13,788 |  | 11,152 |  | 14,559 |
|  | \$ | 83,663 | \$ | 67,973 | \$ | 62,233 |
| Denominator: |  |  |  |  |  |  |
| Basic-weighted average common shares outstanding |  | 44, 005 |  | 44,273 |  | 44,829 |
| Dilutive effect of employee stock options |  | 355 |  | 588 |  | 728 |
| Diluted outstanding shares |  | 44,360 |  | 44,861 |  | 45,557 |
| Basic earnings per share: |  |  |  |  |  |  |
| Income from continuing operations | \$ | 1.59 | \$ | 1.29 | \$ | 1.07 |
| Income from discontinued operations |  | 0.31 |  | 0.25 |  | 0.32 |
| Net income | \$ | 1.90 | \$ | 1.54 | \$ | 1.39 |
| Diluted earnings per share: |  |  |  |  |  |  |
| Income from continuing operations | \$ | 1.58 | \$ | 1.27 | \$ | 1.05 |
| Income from discontinued operations |  | 0.31 |  | 0.25 |  | 0.32 |
| Net income | \$ | 1.89 | \$ | 1.52 | \$ | 1.37 |

Note 12. Other Information
Balance sheet information:

Other current assets consist of the following:

| September 30, |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2000 |  |  | 1999 |  | 1998 |
| (In Thousands) |  |  |  |  |  |
| \$ | -- | \$ | 9,650 | \$ | 8,140 |
|  | 4,327 |  | 5,595 |  | 5,038 |
|  | 3,053 |  | 4,577 |  | 3,714 |
| \$ | 7,380 | \$ 19,822 |  | \$ | 16,892 |

Intangibles consist of the following:

Goodwill
Less accumulated amortization

Noncompete covenants and consulting agreements
Less accumulated amortization

Customer lists, broadcasting licenses and agreements, and newspaper subscriber lists
Less accumulated amortization

| September 30, |  |  |
| :---: | :---: | :---: |
| 2000 | 1999 | 1998 |
| (In Thousands) |  |  |
| \$296,130 | \$345,937 | \$332, 821 |
| 54,170 | 71,503 | 63,584 |
| 241,960 | 274,434 | 269,237 |
| 23,878 | 28, 023 | 28,213 |
| 22,552 | 25,497 | 23,522 |
| 1,326 | 2,526 | 4,691 |
| 113, 084 | 159,805 | 157,011 |
| 23,850 | 40,373 | 32,828 |
| 89,234 | 119,432 | 124,183 |
| \$332, 520 | \$396, 392 | \$398, 111 |

Compensation and other accruals consist of the following:

Compensation
Vacation pay
Retirement and stock purchase plans Interest
Other

## Cash flows information

Interest, net of capitalized interest 2000 \$1,389; 1999 \$703; 1998 \$169

Income taxes

Program rights were acquired by issuing long-term contracts as follows

Issuance of restricted common stock, net

Accounts payable for stock acquired

Note received in connection with sale of businesses

Capital expenditures related to broadcast properties

| September 30, |  |  |
| :---: | :---: | :---: |
| 2000 | 1999 | 1998 |
| (In Thousands) |  |  |
| \$ 9,136 | \$ 11, 214 | \$ 12,092 |
| 4,695 | 5,402 | 4,384 |
| 4,915 | 5,324 | 5,005 |
| 6, 022 | 9 | 519 |
| 2,835 | 4,602 | 4,966 |
| \$ 27,603 | \$ 26,551 | \$ 26,966 |


| Year Ended September 30, |  |
| :---: | :---: | :---: |
| -----1999 | 1998 |

(In Thousands)

| \$ 6,630 | \$ 13, 373 \$ 15,731 |  |  |
| :---: | :---: | :---: | :---: |
| \$ 42,345 | \$ 39,528 |  | 33,747 |
| \$ 7,794 | \$ 12,417 | \$ | 9,017 |
| \$ 1,081 | \$ 1,006 | \$ | 682 |
| \$ (317) | \$ 317 |  | 10,926 |

\$ - $\quad$ - 525 \$
\$ 7,102 \$ 7,493 \$ 6,825

2000 Quarter:
Operating revenue

Income from continuing operations
Income from discontinued operations
Net income

Earnings per share:
Basic:
Income from continuing operations Income from discontinued operations

Net income

Diluted:
Income from continuing operations
Income from discontinued operations

## Net income

1999 Quarter:
Operating revenue

Income from continuing operations
Income from discontinued operations

Net income

Earnings per share:
Basic:
Income from continuing operations
Income from discontinued operations

Net income

Diluted:
Income from continuing operations
Income from discontinued operations
Net income

1998 Quarter:
Operating revenue

Income from continuing operations Income from discontinued operations

Net income

Earnings per share:
Basic:
Income from continuing operations
Income from discontinued operations
Net income

Diluted:
Income from continuing operations Income from discontinued operations

## Net income

| 4th | 3rd | 2nd | 1st |
| :---: | :---: | :---: | :---: |

(In Thousands Except Per Share Data)
\$ 111,928 \$ 109,925 \$ 100,973 \$ 108,687



| \$ | $\begin{aligned} & 0.36 \\ & 0.08 \end{aligned}$ | \$ | $\begin{aligned} & 0.36 \\ & 0.10 \end{aligned}$ | \$ | $\begin{aligned} & 0.27 \\ & 0.04 \end{aligned}$ | \$ | $\begin{aligned} & 0.60 \\ & 0.09 \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 0.44 | \$ | 0.46 | \$ | 0.31 | \$ | 0.69 |
| \$ | 0.36 | \$ | 0.36 | \$ | 0.27 | \$ | 0.59 |
|  | 0.08 |  | 0.10 |  | 0.04 |  | 0.09 |
| \$ | 0.44 | \$ | 0.46 | \$ | 0.31 | \$ | 0.68 |


| \$ | 105,622 | \$ | 105,163 | \$ | 96,524 | \$ | 106,537 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 15,556 | \$ | 16,436 | \$ | 11,007 | \$ | 13,822 |
|  | 1,366 |  | 3,008 |  | 961 |  | 5,817 |
| \$ | 16,922 | \$ | 19,444 | \$ | 11,968 | \$ | 19,639 |


| \$ | 0.35 | \$ | 0.37 | \$ | 0.25 | \$ | 0.31 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 0.03 |  | 0.07 |  | 0.02 |  | 0.13 |
| \$ | 0.38 | \$ | 0.44 | \$ | 0.27 | \$ | 0.44 |


| \$ | 0.35 | \$ | 0.36 | \$ | 0.25 | \$ | 0.31 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 0.03 |  | 0.07 |  | 0.02 |  | 0.13 |
| \$ | 0.38 | \$ | 0.43 | \$ | 0.27 | \$ | 0.44 |

\$ 100, 315 \$ 100,544 \$ 90,398 \$ 100, 004 =====================================================100,

| \$ | 12,209 | \$ | 12,808 | \$ | 9,373 | \$ | 13,284 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2,738 |  | 5,283 |  | 3,238 |  | 3,300 |
| \$ | 14,947 | \$ | 18, 091 | \$ | 12,611 | \$ | 16,584 |


| \$ | 0.27 | \$ | 0.29 | \$ | 0.21 | \$ | 0.30 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 0.06 |  | 0.12 |  | 0.07 |  | 0.07 |
| \$ | 0.33 | \$ | 0.41 | \$ | 0.28 | \$ | 0.37 |


| \$ | 0.27 | \$ | 0.28 | \$ | 0.21 | \$ | 0.29 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 0.06 |  | 0.12 |  | 0.07 |  | 0.07 |
| \$ | 0.33 | \$ | 0.40 | \$ | 0.28 | \$ | 0.36 |

Item 9. Changes In and Disagreements With Accountants on Accounting and Financial Disclosure

Not applicable.

## PART III

The information called for by Part III of this Form $10-\mathrm{K}$ is omitted in accordance with General Instruction $G$ because the Company will file with the Commission a definitive proxy statement pursuant to Regulation 14A not later than 120 days after the close of the Company's fiscal year ended September 30, 2000.

Item 14. Exhibits, Financial Statement Schedules, and
Reports on Form 8-K
(a) 1. Financial Statements

Independent Auditor's Report
Financial Statements
Consolidated balance sheets as of September 30, 2000, 1999 and 19998
Consolidated statements of income years ended September 30, 2000, 1999 and 1998 Consolidated statements of stockholders' equity years ended September 30, 2000, 1999 and 1998
Consolidated statements of cash flows years ended September 30, 2000, 1999 and 1998
Notes to consolidated financial statements
(a) 2. Financial Statements Schedule

Schedule
II - Valuation and qualifying accounts years ended September 30, 2000, 1999 and 1998

All other schedules have been omitted as not required, not applicable; not deemed material or because the information is included in the Notes to Financial Statements.
3. Exhibits (listed by numbers corresponding to the

Exhibit Table of Item 601 in Regulation S-K).
21 Subsidiaries
23 Consent of McGladrey \& Pullen, LLP
24 Power of Attorney
27 Financial Data Schedule
(b) The following reports on Form 8-K were filed for the three months ended September 30, 2000.

None

For the purposes of complying with the amendments to the rules governing Form S-8 (effective July 13, 1991) under the Securities Act of 1933, the undersigned registrant hereby undertakes as follows, which undertaking shall be incorporated by reference into registrant's Registration Statements on Form S-8 Nos. 2-56652 (filed June 17, 1976), 2-58393 (filed March 11, 1977), 2-77121 (filed April 22, 1982), 33-19725 (filed January 20, 1988), 33-46708 (filed March 31, 1992), and 333-6435 and 333-6433 (filed June 20, 1996).

Insofar as indemnification for liabilities arising under the Securities Act of 1933 may be permitted to directors, officers and controlling persons of the registrant pursuant to the foregoing provisions, or otherwise, the registrant has been advised that in the opinion of the Securities and Exchange Commission such indemnification is against public policy as expressed in the Securities Act of 1933, and is, therefore, unenforceable. In the event that a claim for indemnification against such liabilities (other than the payment by the registrant of expenses incurred or paid by a director, officer or controlling person of the registrant in the successful defense of any action, suit or proceeding) is asserted by such director, officer or controlling person in connection with the securities being registered, the registrant will, unless in the opinion of its counsel the matter has been settled by controlling precedent, submit to a court of appropriate jurisdiction the question whether such indemnification by it is against public policy as expressed in the Act and will be governed by the final adjudication of such issue.

To the Stockholders
Lee Enterprises, Incorporated
and subsidiaries
Davenport, Iowa
We have audited the accompanying consolidated balance sheets of Lee Enterprises, Incorporated and subsidiaries as of September 30, 2000, 1999, and 1998 and the related consolidated statements of income, stockholders' equity, and cash flows for the years then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Lee Enterprises, Incorporated and subsidiaries as of September 30, 2000, 1999, and 1998 and the results of their operations and their cash flows for the years then ended in conformity with generally accepted accounting principles.

In our opinion, Schedule II included in this Annual Report on Form 10-K for the year ended September 30, 2000, present fairly the information set forth therein, in conformity with generally accepted accounting principles.
/s/ McGladrey \& Pullen, LLP
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Davenport, Iowa
November 10, 2000

LEE ENTERPRISES, INCORPORATED
AND WHOLLY-OWNED SUBSIDIARIES

## SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS

(In Thousands)

|  | Column A | Column B | Column C | $\begin{aligned} & \text { Column D } \\ & (1) \end{aligned}$ | Column E |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Balance at | Additions | Charged | Deduction | Balance |
|  | Beginning | Charged | to Other | from | at Close |
| Description | of Period | to Income | Accounts | Reserves | of Period |


| Allowance for doubtful <br> accounts: <br> For the year ended <br> September 30, 2000 |
| :--- |
| For the year ended <br> September 30, 1999 |
| For the year ended <br> September 30, 1998 |

(1) Represents accounts written off as uncollectible, net of recoveries which are immaterial.
(2) September 30, 1999 balance for discontinued broadcast segment

Pursuant to the requirements of Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934, the registrant has duly caused this annual report to be signed on its behalf by the undersigned, thereunto duly authorized.

Date: December 21, 2000
/s/ Richard D. Gottlieb
Richard D. Gottlieb,
Chairman and Chief Executive Officer

LEE ENTERPRISES, INCORPORATED

## /s/ G.C. Wahlig

G. C. Wahlig,

Vice President of Finance, Interim Chief Financial Officer and Chief Accounting Officer

We, the undersigned directors of Lee Enterprises, Incorporated, hereby severally constitute Richard D. Gottlieb and G.C. Wahlig, and each of them, our true and lawful attorneys with full power to them, and each of them, to sign for us and in our names, in the capacities indicated below, the Annual Report on Form 10-K of Lee Enterprises, Incorporated for the fiscal year ended September 30, 2000 to be filed herewith and any amendments to said Annual Report, and generally do all such things in our name and behalf in our capacities as directors to enable Lee Enterprises, Incorporated to comply with the provisions of the Securities Exchange Act of 1934 as amended, and all requirements of the Securities and Exchange Commission, hereby ratifying and confirming our signatures as they may be signed by our said attorneys, or either of them, to said Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto.

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities and on the date indicated:

## Signature

Date
/s/ Rance E. Crain
Rance E. Crain, Director November 15, 2000
/s/ J. P. Guerin
J. P. Guerin, Director November 15, 2000
/s/ Mary E. Junck
Mary E. Junck, Director
November 15, 2000
/s/ William E. Mayer
William E. Mayer, Director November 15, 2000
/s/ Andrew E. Newman
Andrew E. Newman, Director November 15, 2000
/s/ Gordon Prichett

Gordon Prichett, Director
November 15, 2000
/s/ Ronald L. Rickman
Ronald L. Rickman, Director November 15, 2000
/s/ Gregory P. Schermer
Gregory P. Schermer, Director
November 15, 2000
/s/ Phyllis Sewell
Phyllis Sewell, Director November 15, 2000
/s/ Mark Vittert

Mark Vittert, Director November 15, 2000

LEE ENTERPRISES, INCORPORATED
AND WHOLLY-OWNED SUBSIDIARIES

## EXHIBIT 21 - WHOLLY-OWNED SUBSIDIARIES

AND ASSOCIATED COMPANIES

$$
\text { State of Organization } \begin{gathered}
\text { Percentage of } \\
\text { Voting Securities } \\
\text { Owned }
\end{gathered}
$$

| Lee Enterprises, Incorporated | Delaware | Parent |
| :---: | :---: | :---: |
| Lee Technical Systems, Inc. | Iowa | 100\% |
| Lee Consolidated Holdings Co. | South Dakota | 100\% |
| New Mexico Broadcasting Company, Inc. | New Mexico | 100\% |
| Accudata, Inc. | Iowa | 100\% |
| Target Marketing Systems, Inc. | Iowa | 100\% |
| Journal-Star Printing Co. | Nebraska | 100\% |
| Madison Newspapers, Inc. | Wisconsin | 50\% |
| Oregon News Media, Inc. | Delaware | 100\% |
| Pacific Northwest Publishing Group, Inc. | Delaware | 100\% |
| Nevada Media, Inc. | Delaware | 100\% |
| Nickel of Medford, Inc. | Oregon | 100\% |
| Klamath Falls Basin Publishing, Inc. | Oregon | 100\% |
| Davill, Inc. | Washington | 100\% |
| KMAZ, L.P. | Texas | 100\% |
| INN Partners, L.C. d/b/a |  |  |
| International Newspaper Network | Iowa | 81\% * |
| Broadcast entities sold on October 1, 2000: |  |  |
| KOIN-TV, Inc. | Delaware | 100\% |
| SJL of Kansas Corp. | Kansas | 100\% |
| IBS/Lee Partners LLC | Delaware | 50\% |
| LINT Co. | South Dakota | 100\% |
| Topeka Television Corp. | Missouri | 100\% |
| Wichita License Subsidiary Corp. | Delaware | 100\% |
| Topeka License Subsidiary Corp. | Delaware | 100\% |

* Increased to 81\% effective October 2, 2000.

MCGLADREY \& PULLEN, LLP
Certified Public Accountants and Consultants

We consent to the incorporation by reference in the Registration Statements on Form S-8 No. 2-56652, No. 2-77121, No. 2-58393, No. 33-19725, No. 33-46708, No. 333-6435 and No. 333-6433 and in the related Prospectuses of our report dated November 10, 2000 with respect to the financial statements of Lee Enterprises, Incorporated, incorporated by reference and the schedule included in this Annual Report on form $10-\mathrm{K}$ for the year ended September 30, 2000 and to the reference to us under the heading "Experts" in such Prospectuses.
/s/ MCGLADREY \& PULLEN, LLP

We, the undersigned directors of Lee Enterprises, Incorporated, hereby severally constitute Richard D. Gottlieb and G.C. Wahlig, and each of them, our true and lawful attorneys with full power to them, and each of them, to sign for us and in our names, the capacities indicated below, the Annual Report on Form 10-K of Lee Enterprises, Incorporated for the fiscal year ended September 30, 2000 to be filed herewith and any amendments to said Annual Report, and generally do all such things in our name and behalf in our capacities as directors to enable Lee Enterprises, Incorporated to comply with the provisions of the Securities Exchange Act of 1934 as amended, and all requirements of the Securities and Exchange Commission, hereby ratifying and confirming our signatures as they may be signed by our said attorneys, or either of them, to said Annual Report on Form $10-\mathrm{K}$ and any and all amendments thereto.

## Date

## /s/ Rance E. Crain

Rance E. Crain, Director November 15, 2000
/s/ J. P. Guerin
J. P. Guerin, Director November 15, 2000
/s/ Mary E. Junck
Mary E. Junck, Director November 15, 2000
/s/ William E. Mayer
William E. Mayer, Director November 15, 2000
/s/ Andrew E. Newman
Andrew E. Newman, Director November 15, 2000
/s/ Gordon Prichett
Gordon Prichett, Director November 15, 2000
/s/ Ronald L. Rickman
Ronald L. Rickman, Director November 15, 2000
/s/ Gregory P. Schermer
Gregory P. Schermer, Director November 15, 2000
/s/ Phyllis Sewell
Phyllis Sewell, Director November 15, 2000
/s/ Mark Vittert
Mark Vittert, Director November 15, 2000

THIS SCHEDULE CONTAINS SUMMARY FINANCIAL INFORMATION EXTRACTED FORM THE SEPTEMBER 30, 2000 FORM 10-K OF LEE ENTERPRISES, INCORPORATED AND IS QUALIFIED IN ITS ENTIRETY BY REFERENCE TO SUCH FINANCIAL STATEMENTS

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YEAR
    SEP-30-2000
        SEP-30-2000
                        29,427
                0
            44,556
                        3,344
            4,280
            251,566
                247,732
            120,376
            746,233
    117,627
            0 173,400
                                    0
                                    87,620
            307,547
746,233
                                422,136
            431,513
            325,601
            3,445
        12,643
            110,215
                            40,340
        69,875
            13,788
                0
                    0
            83,663
                    1.90
            1.89
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[^0]:    * Published by Madison Newspapers, Inc., a 50\%-owned affiliate.

