BUILDING LONG-TERM VALUE

AUGUST 2024 INVESTOR PRESENTATION

LEE ENTERPRISES

SAFE HARBOR

The information provided in this presentation may include forward-looking statements relating to future events or the future financial performance of the Company. Because such statements are subject to risks and uncertainties, actual results may differ materially from those expressed or implied by such forward-looking statements. Words such as “aims”, “anticipates,” “plans,” “expects,” “intends,” “will,” “potential,” “hope” and similar expressions are intended to identify forward-looking statements. These forward-looking statements are based upon current expectations of the Company and involve assumptions that may never materialize or may prove to be incorrect. Actual results and the timing of events could differ materially from those anticipated in such forward-looking statements as a result of various risks and uncertainties. Detailed information regarding factors that may cause actual results to differ materially from the results expressed or implied by statements relating to the Company may be found in the Company’s periodic filings with the Commission, including the factors described in the sections entitled “Risk Factors,” copies of which may be obtained from the SEC’s website at www.sec.gov. The Company does not undertake any obligation to update forward-looking statements contained in this presentation.

LEE IS A DIGITAL-FIRST SUBSCRIPTION PLATFORM PROVIDING COMMUNITIES WITH VALUABLE, INTENSELY LOCAL NEWS

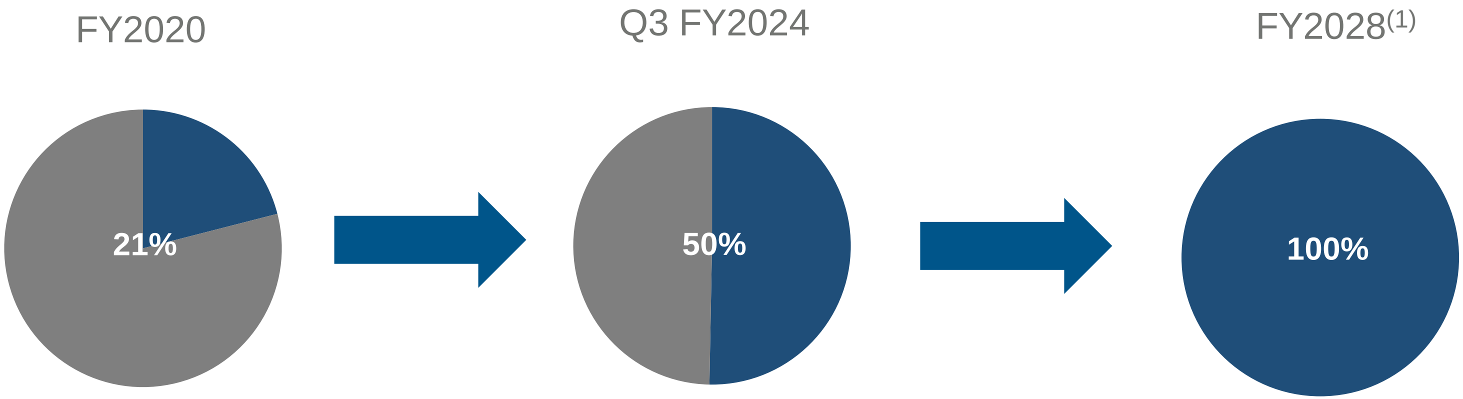
Total Revenue
$617 million
LTM June 2024

Led by
THREE PILLAR DIGITAL GROWTH STRATEGY

Digital-only subscriptions
748,000
June 2024

STRATEGY IS TRANSFORMING THE COMPOSITION OF REVENUE

REVENUE MIX



% Digital

Prior to launch of Three Pillar Digital Growth Strategy

Industry-leading digital revenue growth is transforming the mix of revenue

Achieve goal of **becoming sustainable without reliance on print** products

Achieved revenue inflection point

(1) FY2028 reflects the goal of not being reliant on print products; strategy includes managing cash flow from print products as those products mature.

LEE INVESTMENT THESIS

WE BELIEVE OUR THREE PILLAR DIGITAL GROWTH STRATEGY WILL CREATE SUBSTANTIAL VALUE:

Execute Three Pillar Digital Growth Strategy

Generate long-term sustainable digital revenue growth, margin expansion, and strong free cash flow

Continued Debt Reduction & Strengthened Balance Sheet

Expect to reach <2.5x leverage target within five years

Increased Shareholder Value

Enhanced cash generation

Debt reduction drives shareholder value

Multiple expansion fueled by increased recurring, high-margin digital revenue

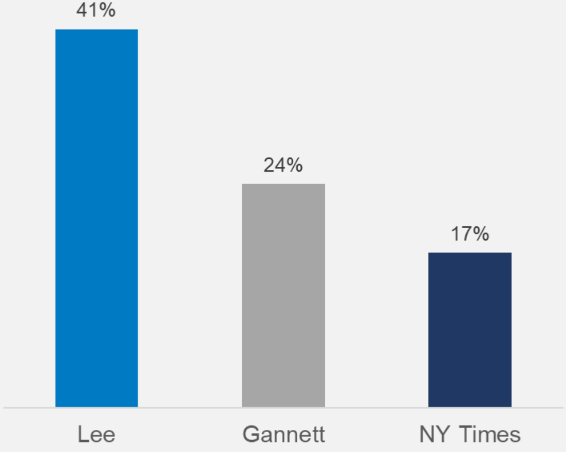
INDUSTRY-LEADING DIGITAL GROWTH

Digital Sub Revenue Growth Leads Industry

$79M LTM Digital Sub Revenue

Industry-leading 51% YOY[1] LTM growth

June 2024 3-Year CAGR

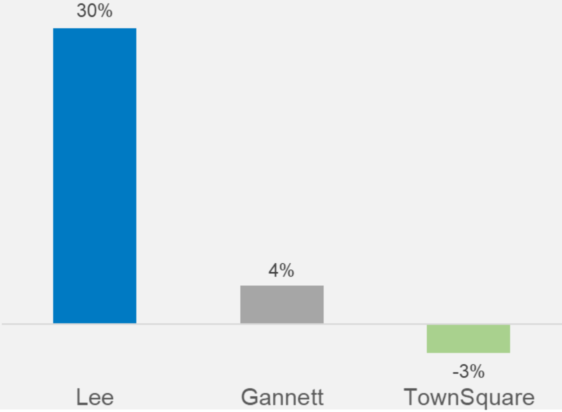


Digital Agency Revenue Growth Leads Industry

$94M LTM Amplified Digital® Agency

Industry-leading 8% YOY[1] LTM growth

June 2024 3-Year CAGR



Total Digital Revenue Growing Significantly

$290M LTM Total Digital Revenue

17% YOY LTM growth

June 2024 3-Year CAGR 17%

[1] Same-store revenues is a non-GAAP performance measure based on U.S. GAAP revenues for Lee for the current period, excluding exited operations. Exited operations include (1) business divestitures and (2) the elimination of stand-alone print products discontinued within our markets.

LEE'S THREE PILLAR DIGITAL GROWTH STRATEGY

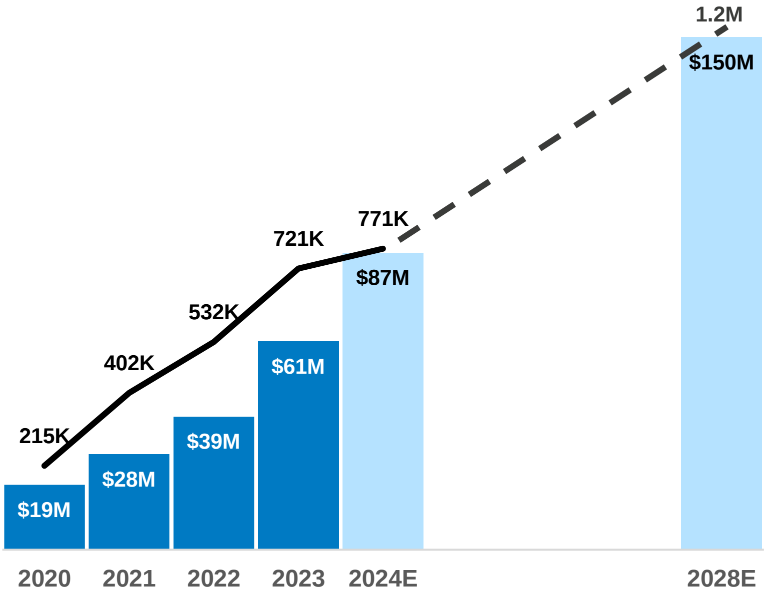
LEE IS RAPIDLY TRANSFORMING FROM A PRINT-CENTRIC TO A DIGITAL-CENTRIC COMPANY

PILLAR 1	PILLAR 2	PILLAR 3
Expand our audience by providing compelling local content	**Accelerate digital subscription growth**	**Diversify and expand offerings for local advertisers**

Lee expects the Three Pillar Digital Growth Strategy to drive more than $450 million of digital revenue by 2028, resulting in a business that is sustainable and vibrant from solely our digital products

LONG-TERM OUTLOOK: DIGITAL SUBSCRIPTIONS

- **Convert** vast addressable market to subscribers
  - WHERE YOUR STORY LIVES brand campaign
  - On-going price testing
  - Balancing meter controls with offers
- **Increase** in local news/content production
  - Emphasis on restaurant/food/retail content
  - High-impact content for restaurant, retail, real estate, public safety & local sports coverage
  - Addition of local journalists
- **Strengthen** our community connections:
  - Monthly columns
  - Community events sponsored by local news organizations
- **Improve** Retention:
  - Reimagined Welcome & Nearing Expiration campaigns
- **Enhance** User Experience:
  - Improved app stability



Lee expects $150 million in digital sub revenue in 2028

EXPAND DIGITAL ADVERTISING SERVICES

LEVERAGE “FIRST TO MARKET” POSITION WITH ARRAY OF DIGITAL PRODUCT OFFERINGS, SERVICES AND MARKETING SOLUTIONS

Diversify and Expand Offerings to Local Advertisers

Amplified Digital® Agency: Lee’s Omnichannel Marketing Solution

Amplified is a full-service digital marketing agency that offers omnichannel solutions for local advertisers

Competitive Advantages of Amplified:

- Leverages existing **25,000+ local advertising relationships**
- **Data-driven** ad tech
- **Specialized** category expertise
- Scalable **custom video content** from Brand Ave. Studios
- **First party data** to drive premium CPMs
- Creates a pipeline for providing **e-commerce solutions**

Maximize Revenue on Lee’s Digital Platforms

Massive audiences on our **owned and operated websites** (O&O) provide a growing opportunity to drive **high margin** digital advertising revenue

Competitive Advantages of O&O:

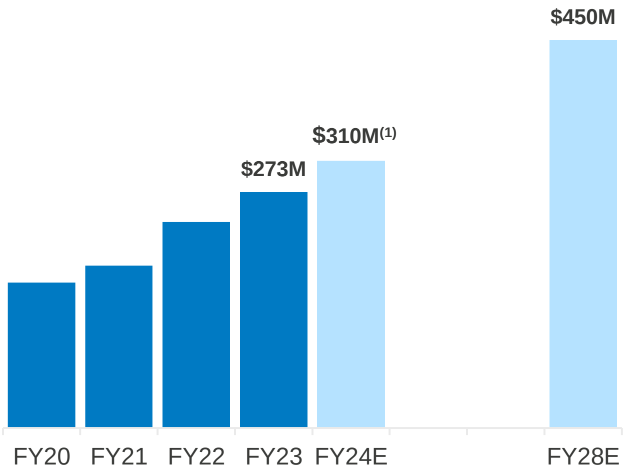
- Audience to leverage Lee’s **Vision platform** in order to:
  - Increase local market penetration increasing customer counts
  - Increase sell-thru rates and CPMs to drive higher value revenue
- Promote **video** digital banner, sponsorship and **branded content**

LONG-TERM OUTLOOK: DIGITAL REVENUE

DIGITAL REVENUE GROWTH IS FUELED BY AMPLIFIED DIGITAL® AGENCY AND DIGITAL SUBSCRIPTION GROWTH

- Amplified Digital® Agency will drive digital marketing services revenue growth
- Our owned & operated digital products provide a unique opportunity to **grow high margin** digital advertising revenue
- We expect **significant growth** in digital subscribers
  - Expect **1.2 million** digital subscribers by 2028, assuming modest penetration of the current addressable market
- We expect to drive digital subscription revenue even faster
  - Expect **ARPU expansion** as introductory pricing becomes a smaller piece of the subscriber base
  - Maximizing ARPU through data and **sophisticated analytics**

Digital Revenue Outlook



Lee expects $450 million in Digital Revenue in 2028

(1) $310M represents the low-end of our 2024 Outlook.

THIRD QUARTER 2024 RESULTS

Q3 Revenue

Total Digital Revenue $76M, +9% YOY on a Same-store basis[(1)]

- Digital subscription revenue $21M, +34%[(1)]
- Digital advertising revenue $50M, +2%[(1)]
    - Amplified Digital® Agency revenue $26M, +12%[(1)]

Total Print Revenue $75M, -22%[(1)]

Total Operating Revenue $151M, -9%[(1)]

Q3 Cash Costs[(2)]

- Total Cash Costs $138M, -8%

Q3 Adjusted EBITDA[(2)]

- Adjusted EBITDA $15M

Achieved **digital revenue inflection point**

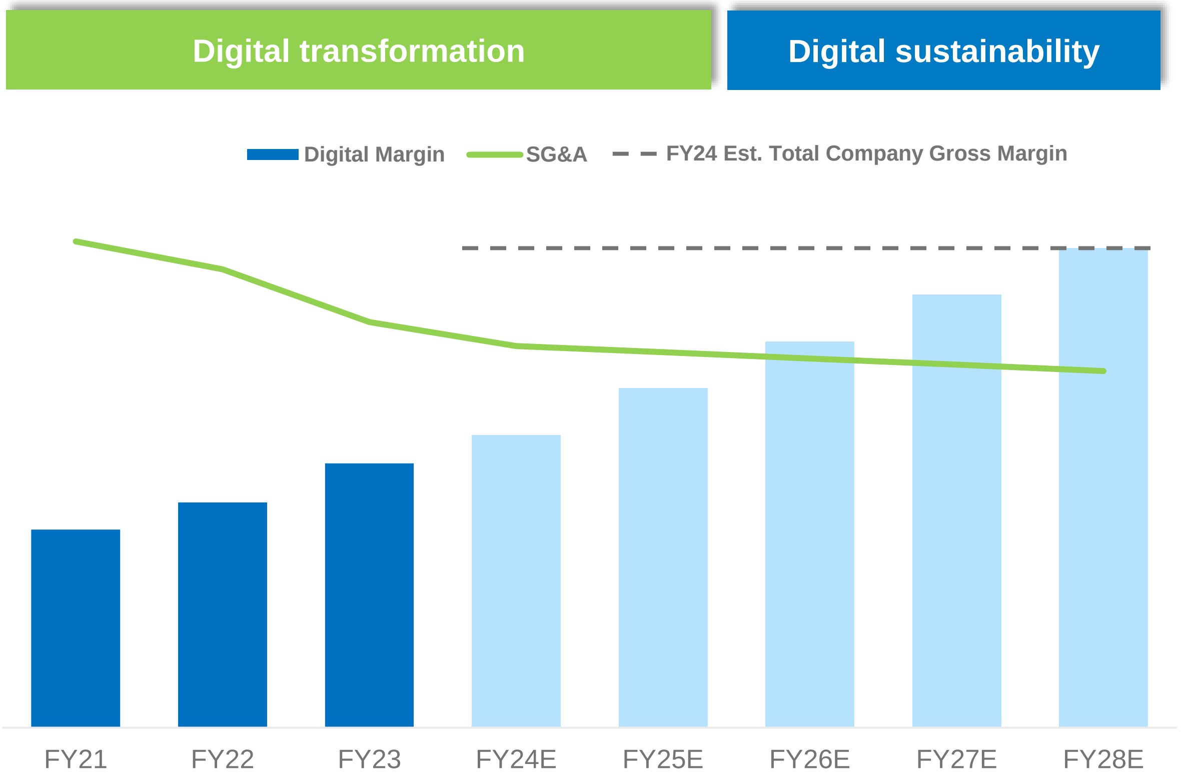
Continued **digital revenue growth**

Strong cost control of legacy business

Investments to drive **digital transformation**

[(1)] Same-store revenues is a non-GAAP performance measure based on U.S. GAAP revenues for Lee for the current period, excluding exited operations. Exited operations include (1) business divestitures and (2) the elimination of stand-alone print products discontinued within our markets.
[(2)] Adjusted EBITDA and Cash Costs are non-GAAP financial measures. See appendix.

LEE NEARS SUSTAINABILITY FROM DIGITAL REVENUE



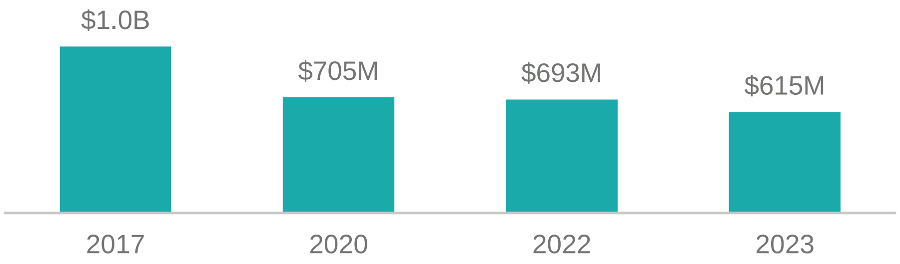
KEY HIGHLIGHTS

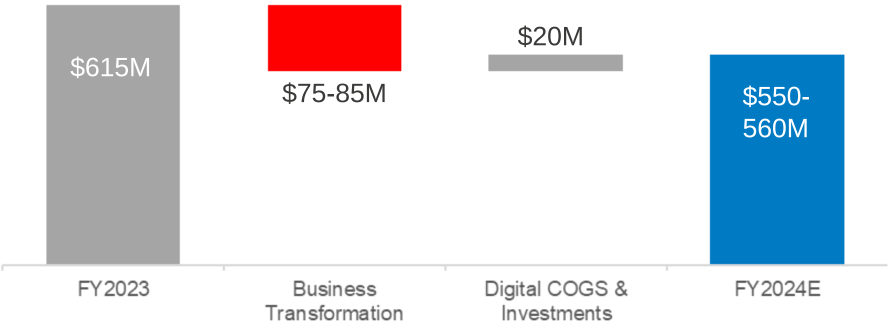
- Digital revenue replacing print revenue and growing at more than **17% CAGR** from 2021 to 2024
- Digital gross margin[(1)] growing at a **14% CAGR** since 2021
- Digital subscription revenue and gross margin growing at a **46% CAGR** since 2021
- Amplified Digital® Agency revenue growing at a **32% CAGR** since 2021
- Digital gross margin[(1)] expected to exceed total SG&A costs in FY26

[(1)] Digital Gross Margin is a non-GAAP performance measure calculated by Digital Revenue less Cost of Good Sold ("COGS") directly tied to digital products. Digital Margin excludes all Selling, General, and Administrative ("SG&A") costs.

STRONG TRACK RECORD OF SUSTAINABLE COST MANAGEMENT

Total Cash Costs[1]





KEY TAKEAWAYS

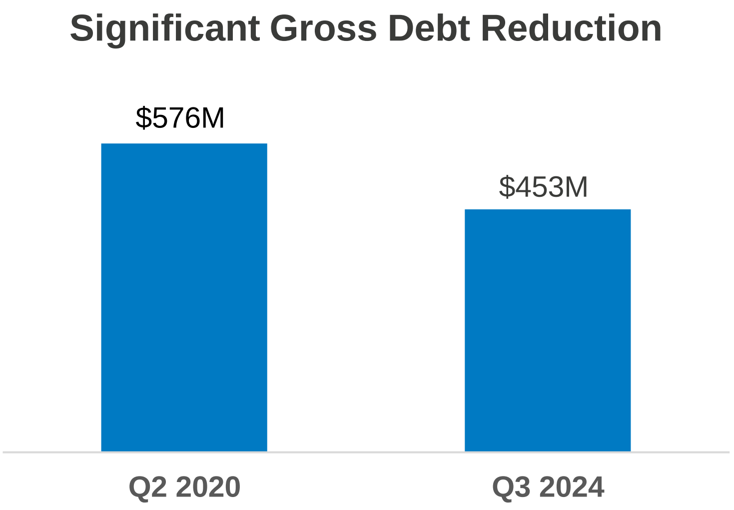
- **Proficient in driving efficiencies**
  - Current base of $237M of direct costs associated with our legacy revenue streams that will be managed with associated revenue trends
  - Ongoing initiatives aimed at optimizing manufacturing, distribution, and corporate services
- **Digital transformation fueled by thoughtful investments**
  - Significant investments in talent and technology of $10M are expected to fund successful execution of Lee's Three Pillar Digital Growth Strategy
  - Incremental investments in marketing & branding of $1M are expected to help drive more than $20M of Digital Subscription revenue growth
  - Digital COGS are expected to grow $6M YOY to support revenue growth at BLOX Digital, Amplified Digital® Agency, and other Digital Advertising

Managing legacy business & investing in digital future

[1] Adjusted EBITDA and Cash Costs are non-GAAP financial measures. See appendix.
[2] Same-store revenues is a non-GAAP performance measure based on U.S. GAAP revenues for Lee for the current period, excluding exited operations. Exited operations include (1) business divestitures and (2) the elimination of stand-alone print products discontinued within our markets.

CREDIT AGREEMENT REPRESENTS STRATEGIC ASSET

- **$123M debt reduction** since refinancing in March 2020
- **Favorable credit agreement** with Berkshire Hathaway
  - **25-year runway** with no breakage costs or prepayment penalties
  - **Fixed annual interest rate**, no financial performance covenants and no fixed amortization
- Pension plans now **frozen** and **fully funded** in the aggregate with no material pension contributions expected in 2024
- Asset sales of **$13M** closed in fiscal year 2024
  - Identified approximately **$25M** of noncore assets to monetize



Monetization of noncore assets will propel debt reduction

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Continued Debt Reduction & Strengthened Balance Sheet

Expect to reach <2.5x leverage target within five years

Increased Shareholder Value

Enhanced cash generation

Debt reduction drives shareholder value

Multiple expansion fueled by increased recurring, high-margin digital revenue

LEE ENTERPRISES

NON-GAAP RECONCILIATION

The Company uses non-GAAP financial performance measures to supplement the financial information presented on a U.S. GAAP basis. These non-GAAP financial measures, which may not be comparable to similarly titled measures reported by other companies, should not be considered in isolation from or as a substitute for the related U.S. GAAP measures and should be read together with financial information presented on a U.S. GAAP basis.

The Company defines its non-GAAP measures as follows:

Adjusted EBITDA is a non-GAAP financial performance measure that enhances financial statement users overall understanding of the operating performance of the Company. The measure isolates unusual, infrequent or non-cash transactions from the operating performance of the business. This allows users to easily compare operating performance among various fiscal periods and how management measures the performance of the business. This measure also provides users with a benchmark that can be used when forecasting future operating performance of the Company that excludes unusual, nonrecurring or one-time transactions. Adjusted EBITDA is a component of the calculation used by stockholders and analysts to determine the value of our business when using the market approach, which applies a market multiple to financial metrics. It is also a measure used to calculate the leverage ratio of the Company, which is a key financial ratio monitored and used by the Company and its investors. Adjusted EBITDA is defined as net income (loss), plus non-operating expenses, income tax expense, depreciation and amortization, assets loss (gain) on sales, impairments and other, restructuring costs and other, stock compensation and our 50% share of EBITDA from TNI and MNI, minus equity in earnings of TNI and MNI.

Cash Costs represent a non-GAAP financial performance measure of operating expenses which are measured on an accrual basis and settled in cash. This measure is useful to investors in understanding the components of the Company's cash-settled operating costs. Periodically, the Company provides forward-looking guidance of Cash Costs, which can be used by financial statement users to assess the Company's ability to manage and control its operating cost structure. Cash Costs are defined as compensation, newsprint and ink and other operating expenses. Depreciation and amortization, assets loss (gain) on sales, impairments and other, other non-cash operating expenses and other expenses are excluded. Cash Costs also exclude restructuring costs and other, which are typically paid in cash.

Same-store revenues is a non-GAAP performance measure based on U.S. GAAP revenues for Lee for the current period, excluding exited operations. Exited operations include (1) business divestitures and (2) the elimination of stand-alone print products discontinued within our markets.

Gross Margin is a non-GAAP financial performance measure that enhances financial statement users overall understanding of the operating performance of the Company. The measure isolates operating costs that directly support revenue. Depreciation and amortization, assets loss (gain) on sales, impairments and other, net, other non-cash operating expenses, Selling, General, and Administrative (“SG&A”) compensation and SG&A other operating expenses are excluded from Gross Margin.

TNI and MNI – TNI refers to TNI Partners publishing operations in Tucson, AZ. MNI refers to Madison Newspapers, Inc. publishing operations in Madison, WI.

Management’s Use of Non-GAAP Measures
These Non-GAAP Measures are not measurements of financial performance under U.S. GAAP and should not be considered in isolation or as an alternative to income from operations, net income (loss), revenues, or any other measure of performance or liquidity derived in accordance with U.S. GAAP. We believe these non-GAAP financial measures, as we have defined them, are helpful in identifying trends in our day-to-day performance because the items excluded have little or no significance on our day-to-day operations. These measures provide an assessment of controllable expenses and afford management the ability to make decisions which are expected to facilitate meeting current financial goals as well as achieve optimal financial performance. We use these Non-GAAP measures of our day-to-day operating performance, which is evidenced by the publishing and delivery of news and other media and excludes certain expenses that may not be indicative of our day-to-day business operating results.

Limitations of Non-GAAP Measures
Each of our non-GAAP measures have limitations as analytical tools. They should not be viewed in isolation or as a substitute for U.S. GAAP measures of earnings. Material limitations in making the adjustments to our earnings to calculate Adjusted EBITDA using these non-GAAP financial measures as compared to U.S. GAAP net income (loss) include: the cash portion of interest / financing expense, income tax (benefit) provision, and charges related to asset impairments, which may significantly affect our financial results. Management believes these items are important in evaluating our performance, results of operations, and financial position. We use non-GAAP financial measures to supplement our U.S. GAAP results in order to provide a more complete understanding of the factors and trends affecting our business.

QUARTERLY REVENUE COMPOSITION

(Millions of Dollars)	Q1 FY2023	Q2 FY2023	Q3 FY2023	Q4 FY2023	FY 2023	Q1 FY2024	Q2 FY2024	Q3 FY2024
Digital Advertising and Marketing Services	47.7	46.3	49.9	49.3	193.2	46.5	45.4	49.9
YoY % (1)	*11.3%*	*6.2%*	*7.8%*	*1.1%*	*6.4%*	*-1.1%*	*-0.2%*	*1.6%*
Digital Only Subscription Revenue	12.3	14.0	15.7	18.7	60.7	19.5	20.3	20.7
YoY % (1)	*56.2%*	*38.7%*	*43.3%*	*67.5%*	*51.4%*	*60.2%*	*47.6%*	*34.1%*
Digital Services Revenue	4.7	4.8	4.9	5.0	19.4	5.0	5.1	5.2
YoY % (1)	*2.2%*	*2.1%*	*12.6%*	*15.3%*	*7.8%*	*4.9%*	*7.6%*	*6.0%*
Total Digital Revenue (2)	**64.8**	**65.0**	**70.5**	**73.0**	**273.2**	**70.9**	**70.8**	**75.8**
YoY % (1)	*16.9%*	*11.5%*	*14.4%*	*13.6%*	*14.1%*	*11.0%*	*10.7%*	*9.2%*
% of Total Revenue	35.0%	38.1%	41.1%	44.5%	39.5%	45.5%	48.3%	50.3%
Print Advertising Revenue	41.8	31.5	29.2	23.3	125.8	24.4	18.7	18.9
YoY % (1)	*-24.3%*	*-23.2%*	*-26.9%*	*-30.2%*	*-26.0%*	*-27.6%*	*-29.4%*	*-24.8%*
Print Subscription Revenue	67.4	64.6	61.8	58.8	252.6	51.9	49.0	47.6
YoY % (1)	*-15.4%*	*-16.3%*	*-20.7%*	*-25.0%*	*-19.3%*	*-22.5%*	*-23.5%*	*-22.4%*
Other Print Revenue	11.1	9.6	9.8	9.0	39.5	8.5	8.1	8.3
YoY % (1)	*-2.2%*	*-6.7%*	*-8.3%*	*-14.8%*	*-7.9%*	*-22.8%*	*-15.5%*	*-14.4%*
Total Print Revenue	**120.3**	**105.7**	**100.8**	**91.1**	**417.9**	**84.8**	**75.8**	**74.8**
YoY % (1)	*-17.2%*	*-17.5%*	*-21.4%*	*-25.5%*	*-20.3%*	*-24.0%*	*-24.3%*	*-22.2%*
Total Revenue	**185.1**	**170.7**	**171.3**	**164.0**	**691.1**	**155.7**	**146.5**	**150.6**
YoY % (1)	*-7.4%*	*-8.2%*	*-9.6%*	*-12.1%*	*-9.3%*	*-11.3%*	*-10.6%*	*-9.1%*

(1) Same-store revenues is a non-GAAP performance measure based on U.S. GAAP revenues for Lee for the current period, excluding exited operations. Exited operations include (1) business divestitures and (2) the elimination of stand-alone print products discontinued within our markets. Same-store revenue trends are displayed for year-over-year comparisons.
(2) Total Digital Revenue is defined as digital advertising and marketing services revenue (including Amplified), digital-only subscription revenue and digital services revenue.

Rounding – Items may not foot due to rounding.

RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

(Millions of Dollars)	Q3 FY2024
Net loss	(3.7)
Adjusted to exclude	
Income tax benefit	(0.8)
Non-operating expenses, net	9.5
Equity in earnings of TNI and MNI	(1.1)
Depreciation and amortization	6.9
Restructuring costs and other	3.8
Assets gain on sales, impairments and other, net	(1.4)
Stock compensation	0.5
Add	
Ownership share of TNI and MNI EBITDA (50%)	1.3
Adjusted EBITDA	14.8

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Rounding – Items may not visually foot due to rounding.

RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

(Millions of Dollars)	Q3 FY2024	Q3 FY2023
Operating Expenses	146.8	160.3
Adjusted to exclude		
Depreciation and amortization	6.9	7.5
Assets gain on sales, impairments and other, net	(1.4)	(0.9)
Restructuring costs and other	3.8	3.8
Cash Costs	137.6	149.9

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Rounding – Items may not visually foot due to rounding.

SAME-STORE NON-GAAP REVENUE RECONCILIATION[1]

(Millions of Dollars)	Q3 FY2024	Q3 FY2023	$ Change	% Change
Print Advertising Revenue	18.9	29.2	(10.3)	(35.2)%
Exited operations	(0.0)	(4.0)	4.0	NM
Same-store, Print Advertising Revenue	18.9	25.2	(6.2)	(24.8)%
Digital Advertising and Marketing Services Revenue	49.9	49.9	(0.0)	(0.0)%
Exited operations	0.0	(0.8)	0.8	NM
Same-store, Digital Advertising and Marketing Services	49.9	49.1	0.8	1.6%
Total Advertising Revenue	68.8	79.1	(10.3)	(13.0)%
Exited operations	(0.0)	(4.8)	4.8	NM
Same-store, Total Advertising Revenue	68.8	74.3	(5.4)	(7.3)%

(Millions of Dollars)	Q3 FY2024	Q3 FY2023	$ Change	% Change
Print Other Revenue	8.3	9.8	(1.5)	(15.3)%
Exited operations	-	(0.1)	0.1	NM
Same-store, Print Other Revenue	8.3	9.7	(1.4)	(14.4)%
Digital Other Revenue	5.2	4.9	0.3	6.0%
Exited operations	-	-	-	NM
Same-store, Digital Other Revenue	5.2	4.9	0.3	6.0%
Total Other Revenue	13.4	14.6	(1.2)	(8.2)%
Exited operations	-	(0.1)	0.1	NM
Same-store, Total Other Revenue	13.4	14.5	(1.1)	(7.6)%

(Millions of Dollars)	Q3 FY2024	Q3 FY2023	$ Change	% Change
Print Subscription Revenue	47.6	61.8	(14.2)	(23.0)%
Exited operations	-	(0.5)	0.5	NM
Same-store, Print Subscription Revenue	47.6	61.3	(13.7)	(22.4)%
Digital Subscription Revenue	20.7	15.7	5.0	31.7%
Exited operations	(0.0)	(0.3)	0.3	NM
Same-store, Digital Subscription Revenue	20.7	15.4	5.3	34.1%
Total Subscription Revenue	68.3	77.6	(9.3)	(11.9)%
Exited operations	(0.0)	(0.8)	0.8	NM
Same-store, Total Subscription Revenue	68.3	76.7	(8.4)	(11.0)%

(Millions of Dollars)	Q3 FY2024	Q3 FY2023	$ Change	% Change
Total Operating Revenue	**150.6**	**171.3**	**(20.7)**	**(12.1)%**
Exited operations	(0.0)	(5.7)	5.7	NM
Same-store, Total Operating Revenue	**150.6**	**165.6**	**(15.0)**	**(9.1)%**

[1] Same-store revenues is a non-GAAP performance measure based on U.S. GAAP revenues for Lee for the periods presented, excluding exited operations. Exited operations include (1) businesses divested and (2) the elimination of stand-alone print products discontinued within our markets.

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