

Indicate by a check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation $S-K$ 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)

The aggregate market value of the voting stock held by non-affiliates of the Registrant was approximately $\$ 54,101,000$ based upon the closing sale price of the Company's common stock on the NASDAQ National Market System on March 22, 2001.

As of March 22, 2001 there were outstanding 8,307,209 shares of the Registrant's common stock.

Documents Incorporated by Reference: The Company's Proxy Statement for its Annual Meeting of Shareholders to be held on May 17, 2001 is incorporated by reference into Part III of this Form 10-K.
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PART I
ITEM 1. BUSINESS
(a) GENERAL DEVELOPMENT OF BUSINESS

Communications Systems, Inc. (herein collectively called "CSI" or the "Company") is a Minnesota corporation organized in 1969 which operates directly and through its subsidiaries located in the United States (including Puerto Rico), Costa Rica and the United Kingdom. CSI is principally engaged in the manufacture and
sale of modular connecting and wiring devices for voice and data communications.
Effective August 7, 1998, the Company acquired JDL Technologies, Inc. ("JDL"). JDL, located in Edina, Minnesota, provides telecommunications network design, specification, and training services to educational institutions. JDL also sells internet access software for use in elementary and secondary schools. The acquisition was accounted for as a purchase and operations of JDL have been included in consolidated operations from August 7, 1998.

Effective December 1, 1998, the Company acquired Transition Networks, Inc. ("TNI"). TNI, located in Eden Prairie, Minnesota is a manufacturer of media and rate conversion products, which permit telecommunications networks to move information between copper-wired equipment and fiber-optic cable. The acquisition was accounted for as a purchase and operations of TNI have been included in consolidated operations from December 1, 1998.

Effective April 7, 1999, the Company acquired LANart Corporation, a designer and manufacturer of application specific integrated circuits located in Needham, Massachusetts, for approximately $\$ 4,800,000$. The operations and reporting activities have been merged into the Company's Transition Networks, Inc. subsidiary. The acquisition was accounted for as a purchase and operations of LANart Corporation have been included in consolidated results from April 7, 1999.

Additional information on these acquisitions can be found in subparagraphs (c)(1)(iii) and (c)(1)(iv) under Item 1 herein, in "Acquisitions and Dispositions" under Item 7, Management's Discussion and Analysis and in Note 8 of Notes to Consolidated Financial Statements under Item 8, herein.
(b) FINANCIAL INFORMATION ABOUT INDUSTRY SEGMENTS

The Company classifies its businesses into four segments: Suttle, which manufactures U.S. standard modular connecting and wiring devices for voice and data communications; Austin Taylor, which manufactures British standard line jacks, patch panels, wiring harness assemblies, metal boxes, distribution cabinets and distribution and central office frames; Transition Networks, which designs and markets data transmission and computer network products and other operations; JDL Technologies, Inc. provides telecommunications network design, specification and training services to educational institutions. The Company conducts manufacturing in the United States (including Puerto Rico), the United Kingdom and Costa Rica. Information regarding operations in the various segments is set forth in Note 9 of the Notes to Consolidated Financial Statements under Item 8, herein.
(c) NARRATIVE DESCRIPTION OF BUSINESS
(i) Suttle

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The Company manufactures and markets connectors and wiring devices for voice, data and video communications under the "Suttle" brand name in the United States (U.S.) and internationally. The Company also manufactures a line of high performance fiber-optic connectors, interconnect devices and fiber cable assemblies for the telecommunications, computer and electronics markets. Products are manufactured at the Company's plants in Hector, Minnesota (Suttle Apparatus Minnesota Division), Humacao, Puerto Rico (Suttle Caribe, Inc.) and San Jose, Costa Rica (Suttle Costa Rica, S.A.). Segment sales were $\$ 55,111,000$ in 2000, or $46 \%$ of consolidated revenues and $\$ 58,670,000$ or $50 \%$ in 1999 .
(A) Products

Suttle's products are used in on-premise connection of telephones, data terminals and related equipment. The product line consists primarily of modular connecting devices and includes numerous types of jacks, connecting blocks and assemblies, adapters, cords and related equipment, which are offered in a variety of colors, styles and wiring configurations. Most of the products are used in voice applications, but the Company continues to develop an expanding line of products for network systems applications. A significant portion of the Company's revenues are derived from sales of a line of corrosion resistant connectors which utilize a water resistant gel to offer superior performance in harsh environments. Station apparatus products generally range in price from $\$ .70$ to $\$ 25.00$ per unit. A majority of the sales volume, both in units and revenues, is derived from products selling for under $\$ 5.00$.

The Company also produces high performance fiber-optic connectors, interconnect devices and fiber cable assemblies that are used in high-speed fiber-optic
networks and local area network connections. The Company's patented Quick Term TM fiber optic connector significantly reduces installation time and costs associated with making fiber connections. By eliminating the need for a curing oven, the product reduces field installation time for this process from 20 minutes to 2 minutes. The Company's fiber-optic connector products range in price from $\$ 2.50$ to $\$ 1,500.00$.

The Company also manufactures DSL (Digital Subscriber Lines) filters for home and business applications. These filters permit the user to receive both analog and digital signals simultaneously and allow a single telephone line to support uninterrupted voice, fax and internet capabilities.
(B) Markets and Marketing

Suttle competes in all major areas of the telecommunications connector market characterized by modular four, six and eight conductor jacks. Customers include the major telephone companies ("RBOCs" which are Verizon Logistics, Bell South, SBC Communications, and Qwest), other telephone companies, electrical contractors, interconnect companies, original equipment manufacturers and retailers. These customers are served directly through the Company's sales staff and through distributors such as Sprint North Supply, Graybar Electric Company, Alltel Supply, KGP and Anixter Communications.

As a group, sales to the major telephone companies, both directly and through distribution, were approximately $\$ 29,713,000$ in 2000 and $\$ 35,526,000$ in 1999, which represented 54\% of Suttle's sales in 2000 and $60 \%$ in 1999. Sales to Verizon Logistics, Alltel Supply and KGP, the principal distributors serving this market, amounted to $20 \%$, $17 \%$ and $14 \%$, respectively, of Suttle's sales in 2000. Sales to Verizon Logistics, Alltell Supply and KGP were 18\%, 12\% and 16\%, respectively, of Suttle's sales in 1999.

The Company believes business and network systems products will become an increasingly important part of its product line. Independent contractors (which include businesses often referred to as "interconnect companies") are engaged in the business of engineering, selling, installing and maintaining telephone equipment for the business community. The Company markets its products to independent contractors through a network of manufacturer's representatives, through distribution, and through the Company's sales staff. Sales of products for business and network systems accounted for $16 \%$ and $10 \%$ of Suttle's revenues in 2000 and 1999, respectively.

Approximately $4 \%$ of Suttle's 2000 revenues and 5\% of 1999 revenues were derived from sales in the retail market. The Company is a supplier of station apparatus to Radio Shack, other retailers, office supply distributors and specialized telephone stores. Sales to the retail market are made through a limited number of manufacturers' representatives.

Fiber-optic products are marketed to original equipment manufacturers (OEMs) in the U.S. and internationally through the Company's sales staff, manufacturers' representatives and a network of distributors, including Graybar Electric Company, Arcade Electronics and Branch Datacom. Sales of fiber-optic products accounted for $4 \%$ of Suttle's revenues in 2000 and 1999. Sales of DSL products introduced in 2000 represented an additional $4 \%$ of sales.

The balance of Suttle's sales in 2000 and 1999 were to original equipment manufacturers, non-major telephone companies and international customers. In the communications industry market, sales to telephone companies are made directly or through distribution. Sales to OEM customers are made through a nationwide network of distributors, some of which are affiliates of major telephone companies, and through the Company's sales staff.

## (C) Competition

Suttle encounters strong competition in all its product lines. The Company competes primarily on the basis of the broad lines of products offered, product performance, quality, price and delivery.

Suttle's principal competitors for sales to telephone companies and independent contractors include Lucent Technologies, Ortronics, Leviton, Hubbell, Northern Telecom and AMP, Inc. Most of these companies have greater financial resources than the Company. In addition, distributors of the Company's apparatus products also market products for one or more of these competitors. Lucent Technologies markets to telephone companies and independent contractors directly and through telephone industry distributors that also market the Company's products.

In retail markets, the Company experiences significant competition from importers of low-priced modular products that market their products directly and through a number of distributors to various retail outlets.

The Company's principal competitor for sales to the Regional Bell Operating Companies is Lucent Technologies. To date, foreign manufacturers of apparatus products have not presented significant competition for sales to this market.
(D) Order Book

Suttle manufactures its products on the basis of estimated customer requirements. Outstanding customer orders at March 1, 2001, were approximately $\$ 1,839,000$ compared to approximately $\$ 3,992,000$ at March 1, 2000. Because new orders are filled on a relatively short timetable, the Company does not believe its order book is a significant indicator of future results.
(E) Manufacturing and Sources of Supply

The Company's station apparatus products are manufactured using plastic parts, wire sub-assemblies, fasteners, brackets, electronic circuit boards and other components, most of which are fabricated by the Company. There are multiple sources of supply for the materials and parts required and the Company is not dependent upon any single supplier, except that Suttle's corrosion resistant products utilize a moisture-resistant gel-filled fig available only from Raychem Corporation. The unavailability of the gel-filled figs from Raychem Corporation could have a material adverse effect on the Company. The Company has not generally experienced significant problems in obtaining its required supplies, although from time to time spot shortages are experienced.
(F) Research and Development; Patents

The Company continually monitors industry requirements and creates new products to improve its existing station apparatus product line. The Company's CorroShield line of corrosion resistant products was introduced in 1993, as was the Flex-Plate line of data products. The Company added additional products to these product lines in 1994 and 1995. The Company's SpeedStar line of high-speed data connectors was introduced in early 1996. In 1997, a proprietary Category 5 connector was developed which meets the highest current industry standard. In 2000, DSL (Digital Subscriber Lines) filters for home and business applications were introduced.

Historically, the Company has not relied on patents to protect its competitive position in the station apparatus market. However, duplication of Company designs by foreign apparatus manufacturers has caused the Company to apply for design patents on a number of station apparatus products.

The Company's "Suttle Apparatus" brand name is important to its business. The Company regularly supports this name by trade advertising and believes it is well known in the marketplace.
(ii) Austin Taylor

Austin Taylor Communications, Ltd. manufactures voice and data connectors and related products at its plant in Bethesda, Wales, U.K. Its product line consists of British standard line jacks, patch panels, wiring harness assemblies, metal boxes, distribution cabinets and distribution and central office frames. Sales by Austin Taylor were $\$ 10,148,000$, or $8 \%$ of consolidated revenues, in 2000 and $\$ 12,031,000$ or $10 \%$ in 1999.

Austin Taylor is a vertically integrated manufacturer with metal stamping, metal bending, forming and painting, plastic injection molding and printed circuit board assembly capabilities. Austin Taylor's major customers include Cable and Wireless Communications, Northern Telecom Europe, Lucent Technologies and British Telecom. Austin Taylor's products are sold directly by its sales staff and through distributors, including Anixter Communications, NS Supply Group, RS Components and Telcom Products. Approximately 32\% and 52\% of Austin Taylor sales were to United Kingdom customers in 2000 and 1999, respectively.

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The Company believes the European telecommunications market will offer increasing opportunities as the European Economic Community eliminates trade barriers and standardizes use of modular connector products. Austin Taylor also serves as a base to manufacture andor distribute suttle products and jointly developed products in the United Kingdom, Europe and internationally. The Company markets Austin Taylor products in the U.S., Canada, and other markets.

Outstanding customer orders for Austin Taylor products were approximately $\$ 595,000$ at March 1, 2001 compared to $\$ 1,587,000$ at March 1, 2000. Because Austin Taylor fills new orders on a relatively short timetable, the Company does not believe its order book is a significant indicator of future results.
(iii) Transition Networks

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Effective December 1, 1998, by its acquisition of Transition Networks, Inc., the Company entered the rapidly growing market for media conversion products. Located in Eden Prairie, Minnesota, TNI manufactures a line of media and rate conversion products that permit telecommunications networks to move information between copper-wired equipment and fiber-optic cable. The products make it possible for customers to take advantage of the newer technologies and higher data transmission speeds supported by fiber without sacrificing their
investments in older, copper based equipment. In April 1999, the company acquired LANart Corporation which has been merged into the operations of Transition Networks. LANart designs and produces the application-specific integrated circuits (ASIC chips) for its conversion products. This acquisition makes TNI the industry's largest supplier of conversion devices.

TNI markets its products in the U.S. and internationally through its sales staff and a limited number of distributors. Sales to two major distributors represented $56 \%$ of total TNI sales in 2000. TNI has international sales offices in London and Prague and distribution partners in South America and the Pacific Rim. TNI is generally regarded as the market leader in conversion technology. Its principal competitors include Allied Telsyn International and Digi International. Sales by TNI for 2000 were $\$ 39,574,000$ and represented $33 \%$ of consolidated revenues compared to 1999 sales of $\$ 35,682,000$ or $30 \%$ of consolidated CSI revenues.

Outstanding customer orders for TNI products were approximately $\$ 1,225,000$ at March 1, 2001 and $\$ 644,000$ at March 1, 2000. TNI also fills new orders on a relatively short-term basis and therefore does not believe its order book is a significant indicator of future results.
(iv) JDL Technologies, Inc.
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JDL Technologies, Inc. provides telecommunications network design, specification, and training services to educational institutions. JDL also sells internet access software for use in elementary and secondary schools. JDL was acquired effective August 7, 1998. Sales by JDL for 2000 totaled $\$ 14,887,000$ and represented 12\% of consolidated revenues. Total sales for 1999 totaled $\$ 11,141,000$ or $10 \%$ of consolidated revenues. Sales of hardware, software and related equipment totaled $\$ 12,285,000$ in 2000 or $83 \%$ of total sales compared to 1999 hardware, software and related equipment of $\$ 8,613,000$ or $77 \%$ of total sales. Training, support and consulting sales totaled $\$ 2,595,000$ and $\$ 2,501,000$ in 2000 and 1999, respectively. Sales of hardware products, consulting and training services to two large school districts totaled \$11,725,000 in 2000.

Outstanding customer orders for JDL products and services were approximately $\$ 2,350,000$ as of March 1, 2001 and $\$ 4,100,000$ at March 1, 2000. JDL does not believe its order book is a significant indicator of future results.
(2) Employment Levels
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As of March 1, 2001 the Company employed 924 people. Of this number, 637 were employed by Suttle (including 186 in Puerto Rico, 171 in Hector, Minnesota and 280 in Costa Rica), 160 by Austin Taylor Communications, Ltd., 79 by Transition Networks, Inc., 33 by JDL Technologies, Inc. and 15 general and administrative positions. The Company considers its employee relations to be good.

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(3) Factors Affecting Future Performance
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From time to time, in reports filed with the Securities and Exchange Commission, in press releases, and in other communications to shareholders or the investing public, the Company may make forward-looking statements concerning possible or anticipated future financial performance, business activities or plans which are typically preceded by the words "believes", "expects", "anticipates", "intends" or similar expressions. For such forward-looking statements, the Company claims the protection of the safe harbor for forward-looking statements are subject to risks and uncertainties which could cause actual performance, activities or plans to differ significantly from those indicated in the forward-looking statements. Such risks and uncertainties include, but are not limited to: lower sales to RBOCs and other major customers; competitive products and technologies; our ability to successfully reduce operating expenses at certain business units; the general health of the telecom sector, profitability of recent acquisitions; delays in new product introductions; higher than expected expense related to new sales and marketing initiatives; availability of adequate supplies of raw materials and components; fuel prices; and other factors discussed from time to time in the Company's filings with the Securities and Exchange Commission.
(4) Executive Officers of Registrant
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The executive officers of the Company and their ages at March 1, 2001 were as follows:
Name Age Position 1

Curtis A. Sampson
67 Chairman of the Board and
Chief Executive Officer [1970]

| Jeffrey K. Berg | 58 | Executive Vice President <br> and Chief Operating Officer [2000]2 |
| :--- | :--- | :--- |
| Paul N. Hanson | 54 | Vice President - Finance, Treasurer <br> and Chief Financial Officer [1982] |
| Daniel G. Easter | 44 | President, Transition Networks, Inc. [2000] 3 <br> Lee Ludlam$\quad 40$ |
| Thomas J. Lapping | 42 | Managing Director <br> Austin Taylor Communications, Ltd. [1998]4 |
| President, JDL Technologies, Inc. [1998]5 |  |  |

1 Dates in brackets indicate period during which officers began serving in such capacity. Executive officers serve at the pleasure of the Board of Directors and are elected annually for one-year terms.

2 Mr. Berg was appointed Chief Operating Officer of Communications Systems, Inc. in November 2000. Prior to November 2000, Mr. Berg served as President and General Manager of the Company's Suttle Apparatus Corporation.

3 Mr. Easter was appointed President of Transition Networks, Inc. in September 2000. From July 1997 to September 2000 he served as Transition Networks' Vice President of Sales and Marketing. Prior to July 1997, he was an executive of Allied Telesyn International Corporation in Seattle, WA.

4 Mr. Ludlam was appointed Managing Director of Austin Taylor in November 1998. From December 1995 to November 1998, he served as Austin Taylor's Director of Manufacturing. Prior to December 1995 he served as Austin Taylor's plant manager.

5 JDL Technologies, Inc. was acquired by the Company in 1998. Mr. Lapping founded JDL Technologies, Inc. in 1989. Prior to 1989 Mr . Lapping served as National Education Sales Manager for Control Data Corporation.

Messrs. Sampson and Hanson each devote approximately $60 \%$ of their working time to the Company's business with the balance devoted to management responsibilities at Hector Communications Corporation ("HCC"), a diversified telecommunications holding company also headquartered in Hector, Minnesota, for which they are separately compensated by HCC.

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(d) FINANCIAL INFORMATION ABOUT FOREIGN AND DOMESTIC OPERATIONS AND EXPORT SALES

Financial information about domestic and foreign operations and export sales may be obtained by reference to Note 9 of the "Notes to Consolidated Financial Statements" under Item 8 herein.

ITEM 2. PROPERTIES

The administrative and manufacturing functions of CSI are conducted at the following facilities:

- In Hector, Minnesota the Company owns a 15,000 square foot building where its executive and administrative offices are located.
- Suttle's manufacturing is conducted at three locations. At Hector, Minnesota, the Company owns three plants totaling 68,000 feet of manufacturing space. The Company has a long-term lease from the Puerto Rico Industrial Development Company on three facilities in Humacao, Puerto Rico aggregating 65,000 square feet. The Company leases 40,000 square feet of manufacturing space in San Jose, Costa Rica.
- Austin Taylor Communications, Ltd. owns a 40,000 square foot facility and leases a 6,000 square foot facility in Bethesda, Wales. Austin Taylor also leases a distribution center in Hong Kong.
- Transition Networks, Inc. leases a 27,000 square foot facility in Eden Prairie, Minnesota where its manufacturing and administrative facilities are located.
- JDL Technologies, Inc. leases an 11,000 square foot facility in Edina, Minnesota, which houses its business operations.
- The Company owns a 35,000 square foot plant in Lawrenceville,

Illinois. This facility is for sale, but is currently leased to other tenants, pending a sale.

CSI believes these facilities will be adequate to accommodate its administrative and manufacturing needs for the foreseeable future.

ITEM 3. LEGAL PROCEEDINGS

No material litigation or other claims are presently pending against the Company.

ITEM 4. SUBMISSION OF MATTERS TO A VOTE OF SECURITY HOLDERS

Not applicable.

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PART II

ITEM 5. MARKET MATTERS FOR THE REGISTRANT'S COMMON EQUITY AND RELATED
STOCKHOLDER MATTERS
(a) MARKET INFORMATION

The Company's common stock is currently traded in the National Market System of the National Association of Securities Dealers Automated Quotation System ("NASDAQ")

The table below presents the price range of high and low trades of the Company's common stock for each quarterly period indicated as reported by NASDAQ:

|  | 2000 |  |  | 1999 |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | High | Low | High | Low |  |
|  |  |  |  | $\$ 12.88$ | $\$ 9.50$ |
| First | $\$ 24.00$ | $\$ 12.56$ | 13.75 | 8.50 |  |
| Second | 18.63 | 13.13 | 14.75 | 10.50 |  |
| Third | 17.88 | 12.00 | 14.75 | 10.25 |  |
| Fourth | 14.13 | 7.25 |  |  |  |

(b) HOLDERS

At March 1, 2001 there were approximately 860 holders of record of Communications Systems, Inc. common stock
(c) DIVIDENDS

The Company has paid regular quarterly dividends since October 1, 1985. The per share quarterly dividends payable were $\$ .10$ in 1999 and 2000.

ITEM 6. SELECTED FINANCIAL DATA

<TABLE>
<CAPTION>

COMMUNICATIONS SYSTEMS, INC. AND SUBSIDIARIES SELECTED FINANCIAL INFORMATION
(in thousands except per share amounts)


Total Costs and Expenses
\begin{tabular}{cccc}
111,787 & 106,187 & 63,012 & 63,631 \\
7,933 & 11,338 & 8,558 & 12,483 \\
339 & & 296 & 1,259
\end{tabular}

Diluted Net Income (Loss) Per Common Share Continuing Operations . 96

Discontinued Operations
(.08)
------ \(88 \quad\) Diluted Net Income Per Share
\(========\)

\section*{Cash Dividends Per Share}
. 30
\(=======\)

Average Common and Potential Common
Shares Outstanding
9,352
\(=======\)
Selected Balance Sheet Data
Total Assets
\$ 93,198
\$ 91,476
\$ 83,900
\$ 77,518

9,675
Property, Plant and Equipment, Net
8,965
Working Capital
35,906
Net Assets of Discontinued Operations
537
Stockholders' Equity 71,267
59,015
</TABLE>
ITEM 7.
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Consolidated sales increased $2 \%$ to $\$ 119,720,000$ in 2000. Consolidated operating income decreased $30 \%$ to $\$ 7,933,000$. Overall, CSI was adversely affected by the slowdown in purchasing by telecommunications service providers due to general weakening economic conditions and continuing consolidation within the telecom industry.

Suttle's sales decreased $6 \%$ to $\$ 55,111,000$ in 2000 . Sales to customers in the United States (U.S.) decreased $6 \%$ to $\$ 53,000,000$. Sales to the RBOC's (Regional Bell Operating Companies) decreased $16 \%$ to $\$ 29,713,000$. Sales to these customers represent $56 \%$ of Suttle's U.S. customer sales. Sales to distributors, original equipment manufacturers (OEMs), and electrical contractors increased to $\$ 19,626,000$ or $20 \%$ from prior year. Sales to retail customers decreased $18 \%$ to $\$ 2,413,000$. Suttle's international sales decreased by $9 \%$ to $\$ 2,121,000$ in 2000.

The sales decreases were reflected in most product lines with the exception of data connector products and DSL (Digital Subscriber Lines) filters. CorroShield (standard voice jack for most telephone applications) product sales fell 13\% to $\$ 23,412,000$ in 2000. Sales of fiber-optic connector products decreased 13\% to $\$ 2,027,000$. Sales of data products increased 56\% in 2000 to $\$ 8,883,000$. DSL filters (introduced in 2000) sales were $\$ 2,226,000$ or $4 \%$ of Suttle's sales.

Suttle's gross margins declined $16 \%$ to $\$ 17,419,000$ with the gross margin percentage declining to $31.6 \%$ in 2000 from $35.7 \%$ in 1999. The gross margin decline is due primarily to lower business volumes and pricing reductions due to competitive pressures. Selling, general and administrative expenses decreased $\$ 216,000$ or $3 \%$. Operating income declined by $\$ 3,224,000$ or $25 \%$.

Austin Taylor's sales decreased by $16 \%$ to $\$ 10,148,000$ in 2000 . The sales decrease was due to below plan sales to several key United Kingdom (U.K.) accounts. Gross margin decreased by $\$ 743,000$ or $37 \%$ from prior year and as a percentage of sales decreased $4.2 \%$ in 2000 . The gross margin decline is due to lower business volumes and pricing reductions. Selling, general and administrative expenses increased $\$ 205,000$. Operating income declined $\$ 948,000$.

Transition Network's sales increased $\$ 4,211,000$ or $11 \%$ to $\$ 39,574,000$. The sales increase was due to increased volumes and related market share of the Company's media conversion technology products. Operating income increased by $\$ 878,000$ to $\$ 705,000$. Sales to distributors were $\$ 21,760,000$ or $55 \%$ of total sales in 2000 . Sales to system integrators and resellers represented $22 \%$ and $16 \%$ of total Transition sales respectively. The balance of sales by Transition Networks was made to OEMs and through catalog sales and represented 7\% of total sales. Sales to international customers were $\$ 14,237,000$ and were $36 \%$ of total sales in 2000 compared to $\$ 10,297,000$ or $30 \%$ in 1999. New product sales accounted for $1 \%$ of sales in 2000. Gross margin increased by $\$ 894,000$ but as a percentage of sales decreased by $2 \%$. Selling, general and administrative expenses decreased by $\$ 141,000$ and $5 \%$ as a percentage of sales.

JDL Technologies sales increased by $\$ 3,746,000$ or $34 \%$ in 2000 . The sales increase was due to higher sales of computer and network hardware in 2000 compared to 1999. Operating income decreased by $\$ 438,500$ compared to 1999. Computer and network hardware represented $\$ 12,285,000$ or $83 \%$ of total JDL revenues in 2000 compared to $77 \%$ in 1999. Consulting, training and support was $\$ 2,595,000$ or $17 \%$ of total sales compared to $23 \%$ of total sales in 1999 . Gross margin in 2000 was $\$ 3,556,000$ or $24 \%$ in 2000 compared to $\$ 3,147,000$ or $28 \%$ in 1999. Selling, general and administrative expenses increased to $\$ 3,834,000$ in 2000 from $\$ 2,986,000$ in 1999 but as a percentage of sales decreased $1 \%$ to $26 \%$.

Consolidated investment income, net of interest expense, increased by $\$ 43,000$ due to increased earnings on invested funds. Income from continuing operations before income taxes decreased $30 \%$ to $\$ 3,404,000$. The Company's effective income tax rate was $19.3 \%$ in 2000 as compared to $22.5 \%$ in 1999. The decrease in the tax rate was attributable to lower U.S. and U.K. earnings, which are subject to higher tax rates than Puerto Rico earnings. Consolidated net income decreased $26 \%$ to $\$ 6,672,000$ or $\$ .75$ per diluted share compared to $\$ 1.03$ in 1999. The consolidated net income decrease was due primarily to a consolidated $3 \%$ decline in gross margin. Consolidated selling, general and administrative expenses remained at approximately $25 \%$ of gross revenues.
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Consolidated sales increased $64 \%$ to $\$ 117,525,000$. Consolidated operating income increased $32 \%$ to $\$ 11,338,000$. The majority of the Company's 1999 sales growth was generated by three strategic acquisitions that positioned the Company in the broadband and high-speed networking markets. The Company acquired JDL Technologies, Inc. in August 1998; Transition Networks, Inc. in December 1998; and LANart Corporation in April 1999. LANart Corporation was subsequently merged into Transition Networks. These acquisitions generated 40\% of the Company's consolidated sales in 1999. The balance of the revenue was comprised of sales of the Company's traditional voice communications products through the Suttle operations and Austin Taylor Communications, Ltd.

Suttle sales increased $5 \%$ to $\$ 58,670,000$. Sales to customers in the United States (U.S.) increased 5\% to $\$ 56,073,000$. Sales to the major telephone companies increased $7 \%$ to $\$ 35,526,000$. Sales to these customers account for $63 \%$ of Suttle's U.S. customer sales. Sales to distributors, original equipment manufacturers (OEMs) and electrical contractors increased $\$ 2,010,000$ or $14 \%$. Sales to retail customers decreased by $\$ 1,246,000$ or $29 \%$, due primarily by decreased sales to Radio Shack, which is Suttle's principal retail customer. Suttle's export sales, including sales to Canada increased by $\$ 305,000$ or $15 \%$.

The Suttle sales increases were due to a $21 \%$ increase in CorroShield product sales to $\$ 26,967,000$ in 1999. CorroShield products continue to displace conventional voice connecting products, sales of which declined approximately $3 \%$ in 1999. Data sales decreased $5 \%$ to $\$ 5,683,000$ and fiber-optic connector products decreased to approximately $\$ 2,317,000$ in revenue.

Suttle's gross margins increased by $14 \%$ to $\$ 20,859,000$ in 1999. The gross margin percentage increased to $35.7 \%$ from $32.7 \%$ in 1998 . The increase in gross margin was due to lower raw material costs and increased sales of CorroShield products, which carry higher margins than conventional products. Selling, general and administrative expenses increased by $\$ 181,000$ or $2 \%$. Suttle's operating income increased by $\$ 2,502,000$ or $24 \%$.

Austin Taylor's sales increased $3 \%$ to $\$ 12,031,000$. The sales increase was due to increased export sales. Austin Taylor began shipping a new family of corrosion-resistant products to customers in the Far East in the third quarter of 1999. Gross margin increased by $\$ 186,000$, or $10 \%$, to $\$ 2,021,000$. Gross margin as a percentage of sales increased to $16.8 \%$ from $15.7 \%$ in 1998. Selling, general and administrative expenses increased $\$ 23,000$. Operating income increased by $\$ 163,000$ or $26 \%$.

The Company acquired JDL Technologies, Inc. ("JDL") in August 1998 and Transition Networks, Inc. ("TNI") in December 1998. JDL had sales of $\$ 1,681,000$ in the last five months of 1998 , and an operating loss of $\$ 675,000$. JDL reported $\$ 11,140,000$ in 1999 revenue with operating income of $\$ 116,000$. TNI and LANart had combined revenues of $\$ 35,682,000$ and an operating loss of $\$ 173,000$. TNI had 1998 sales of $\$ 2,232,000$ and an operating loss of $\$ 334,000$ after its acquisition by the Company.

Consolidated investment income, net of interest expense, decreased by $\$ 963,000$ due to decreased levels of funds available for investment and also increased interest expense on notes payable relative to recent acquisitions. Income from continuing operations before income taxes increased $\$ 1,817,000$ or $18.5 \%$. The Company's effective income tax rate was $22.5 \%$ in 1999 as compared to $19.9 \%$ in 1998. The increase in the tax rate was driven by higher U.S. and U.K. earnings, which are subject to higher tax rates than Puerto Rico earnings. Consolidated net income increased $15 \%$ to $\$ 9,014,000$ or $\$ 1.03$ per diluted share. Per share earnings in 1999 were favorably affected by a reduction in average shares outstanding in comparison to 1998 due to the repurchase of common shares.

Acquisitions and Dispositions

Effective December 1, 1998, the Company acquired Transition Networks, Inc. ("TNI") in exchange for $\$ 8,507,000$ of cash (net of cash acquired). TNI is a manufacturer of media and rate conversion products, which permit telecommunications networks to move information between copper-wired equipment and fiber-optic cable.

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Effective August 7, 1998, the Company acquired JDL Technologies, Inc. ("JDL") in exchange for 158,005 shares of CSI common stock. JDL provides telecommunications network design, specification, and training services to educational institutions. JDL also sells Internet access software for use in elementary and secondary schools.

Effective April 7, 1999, the Company acquired LANart Corporation, a manufacturer of applications specific integrated circuits (ASIC chips) located in Needham, Massachusetts, for approximately $\$ 4,800,000$. The operations were subsequently merged with the Company's Transition Networks, Inc. subsidiary.

The acquisitions the Company has made over the past several years have served to expand the Company's product offerings and customer base in both U.S. and international markets. The Company is a growth-oriented manufacturer of telecommunications connecting and networking devices. The Company is continuing to search for acquisition candidates with products that will enable the Company to better serve its target markets.

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Effects of Inflation
```

Inflation has not had a significant effect on operations. The Company does not have long-term production or procurement contracts and has historically been able to adjust pricing and purchasing decisions to respond to inflationary

In January 1999, the European Monetary Union (EMU) entered into a three-year transition phase during which a common currency called the Euro was introduced in participating countries. Initially, this new currency is being used for financial transactions. It will eventually replace the national currencies of participating nations, which will be withdrawn by July 2002.

The Company does not believe introduction of the Euro will have any material effect on its business at this time. The United Kingdom, where Austin Taylor is located, is not among the countries converting to the Euro. The Company does not do significant amounts of business in other participating European nations, nor does it hold assets valued in other European currencies. The Company will continue to monitor the European currency situation and take action as required.

```
Liquidity and Capital Resources
```

At December 31, 2000, the Company had approximately $\$ 11,321,000$ of cash and cash equivalents compared to $\$ 14,838,000$ of cash and cash equivalents at December 31, 1999. The Company had working capital of approximately $\$ 45,486,000$ and a current ratio of 3.0 to 1 compared to working capital of $\$ 34,787,000$ and a current ratio of 2.4 to 1 at the end of 1999. The increase in working capital was primarily due to an increase in inventories, receivables and reduction of trade payables.

Cash flow provided by operations was approximately $\$ 162,000$ in 2000 compared to $\$ 11,222,000$ provided by operations in 1999. The decrease was due to the Company's increased inventory and accounts receivable levels. The Company does not anticipate this trend to continue in 2001.

Investing activities utilized $\$ 1,352,000$ of cash in 2000. Cash investments in new plant and equipment totaled $\$ 2,277,000$ in 2000. The Company expects to invest $\$ 2,500,000$ on capital additions in 2001. The Company invested approximately $\$ 5,825,000$ in the purchase of debt securities in 1999. Cash investments in new subsidiaries in 1999 and 1998 were $\$ 3,956,000$ and $\$ 8,398,000$ respectively.

Net cash used in financing activities was $\$ 2,234,000$. Dividends paid on common stock were $\$ 3,491,000$. Proceeds from common stock issuances, principally exercises of key employee stock options, totaled $\$ 3,656,000$ in 2000 and $\$ 543,000$ in 1999. The Company purchased and retired 267,628 and 320,136 shares of its stock in open market transactions during 2000 and 1999 respectively. Board authorizations are outstanding to purchase 123,377 additional shares. The Company may purchase and retire additional shares in 2001 if warranted by market conditions and the Company's financial position.

## 12

The bulk of Suttle's operations are located in Puerto Rico. Until 1994, substantially all the earnings of these operations were sheltered from U.S. income tax due to the possessions tax credit (Internal Revenue Code Section 936). Under provisions of the Omnibus Budget Act of 1993, which went into effect beginning in the 1994 tax year, the amount of the possessions credit is limited to a percentage of the Company's Puerto Rico payroll and depreciation. U.S. income tax expense on the Company's earnings in Puerto Rico, after full utilization of the available tax credits, was $\$ 82,000, \$ 827,000$ and $\$ 556,000$ in 2000, 1999 and 1998, respectively.

Under provisions of the Small Business Job Protection Act of 1996, the possessions tax credit was repealed for years after 1995. However, companies like CSI which currently qualify for the credit, may continue to claim the credit until 2005, subject to certain limitations. As of July 1, 1996, the credit no longer applies to investment income earned in Puerto Rico. The credit will continue to apply to business income earned in Puerto Rico through 2001. For the years 2002 to 2005, the amount of Puerto Rico business income eligible for the credit will be limited to an inflation-adjusted amount based on Puerto Rico business income earned from 1990 to 1994. The possessions tax credit has a materially favorable effect on the Company's income tax expense. Had the Company incurred income tax expense on Puerto Rico operations at the full U.S. rate, income tax expense would have increased by $\$ 1,908,000, \$ 2,023,000$ and $\$ 1,947,000$ in 2000, 1999 and 1998, respectively.

At December 31, 2000 approximately $\$ 31,284,000, \$ 6,436,000$ and $\$ 1,732,000$ of assets were invested in the Company's subsidiaries in Puerto Rico, the United Kingdom and Costa Rica, respectively. The Company expects to maintain these investments to support the continued operation of the subsidiaries. The Company uses the U.S. dollar as its functional currency in Costa Rica. The United Kingdom is a politically and economically stable country. Accordingly, the Company believes its risk of material loss due to adjustments in foreign currency markets to be small.

At December 31, 2000, the Company's outstanding obligations for notes payable
totaled $\$ 9,101,000$. The Company expects to repay or refinance this credit line in 2001. The unused portion of the Company's credit line $(\$ 1,000,000$ at December 31, 2000) is available for use. In the opinion of management, based on the Company's current financial and operating position and projected future expenditures, sufficient funds are available to meet the Company's anticipated operating and capital expenditure needs.

New Accounting Standards
--------------------------

On January 1, 2001, the Company adopted Statement of Financial Accounting Standard (SFAS) No. 133, Accounting for Derivative Instruments and Hedging Activities, as amended by SFAS No. 138, Accounting for Certain Derivative Instruments and Certain Hedging Activities. SFAS No. 133 establishes accounting and reporting standards for derivative instruments and for hedging activities. It requires that all derivatives, including those embedded in other contracts, be recognized as either assets or liabilities and that those financial instruments be measured at fair value. The accounting for changes in the fair value of derivatives depends on their intended use and designation. Management has reviewed the requirements of SFAS No. 133 and has determined that they have no free-standing or embedded derivatives. All contracts that contain provisions meeting the definition of a derivative also meet the requirements of, and have been designated as, normal purchases or sales. The Company's policy is to not use free-standing derivatives and to not enter into contracts with terms that cannot be designated as normal purchases or sales.

In December 1999, the Securities and Exchange Commission issued Staff Accounting Bulletin No. 101, Revenue Recognition in Financial Statements (SAB 101), which among other guidance, clarified the Staff's views on various revenue recognition and reporting matters. The Company adopted the provisions of SAB 101 in the fourth quarter of fiscal 2000. The adoption of SAB 101 did not have a material impact to the results of operations for the year ended December 31, 2000.

During the year ended December 31, 2000, the Company adopted the provisions of Emerging Issues Task Force (EITF) 00-10, Accounting for Shipping and Handling Fees and Costs. EITF 00-10 specifies classification guidelines for shipping and handling fees and costs incurred by sellers. Upon application of EITF 00-10, prior period amounts related to shipping and handling fees and costs were reclassified, which had no effect on previously reported net income.

## REPORT OF MANAGEMENT

The management of Communications Systems, Inc. and its subsidiary companies is responsible for the integrity and objectivity of the financial statements and other financial information contained in the annual report. The financial statements and related information were prepared in accordance with generally accepted accounting principles and include amounts that are based on management's informed judgments and estimates.

In fulfilling its responsibilities for the integrity of financial information, management maintains accounting systems and related controls. These controls provide reasonable assurance, at appropriate costs, that assets are safeguarded against losses and that financial records are reliable for use in preparing financial statements. Management recognizes its responsibility for conducting the Company's affairs according to the highest standards of personal and corporate conduct.

The Audit Committee of the Board of Directors, comprised solely of outside directors, meets with the independent auditors and management periodically to review accounting, auditing, financial reporting and internal control matters. The independent auditors have free access to this committee, without management present, to discuss the results of their audit work and their opinion on the adequacy of internal financial controls and the quality of financial reporting.
/s/ Curtis A. Sampson

Curtis A. Sampson
President and Chief Executive Officer
/s/ Paul N. Hanson
Paul N. Hanson
Chief Financial Officer
March 29, 2001

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA
(a) FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT
Shareholders and Board of Directors
Communications Systems, Inc.
We have audited the accompanying consolidated balance sheets of communications Systems, Inc. and subsidiaries (the Company) as of December 31, 2000 and 1999 and the related consolidated statements of income and comprehensive income, changes in stockholders' equity, and cash flows for each of the three years in the period ended December 31, 2000. Our audits also include the financial statement schedule listed in the Index at Item 14. These consolidated financial statements and the financial statement schedule are the responsibility of the Company's management. Our responsibility is to express an opinion on these consolidated financial statements and the schedule based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated 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, such consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2000 and 1999 and the results of their operations and their cash flows for each of the three years in the period ended December 31, 2000 in conformity with accounting principles generally accepted in the United States of America. Also, in our opinion, the financial statement schedule referred to above, when considered in relation to the basic consolidated financial statements taken as a whole, presents fairly in all material respects the information set forth therein.
/s/ Deloitte \& Touche LLP

- ---------------------------

Deloitte \& Touche LLP
March 2, 2001
Minneapolis, Minnesota

<TABLE>
<CAPTION>
COMMUNICATIONS SYSTEMS, INC. AND SUBSIDIARIES CONSOLIDATED BALANCE SHEETS

ASSETS
\begin{tabular}{|c|c|c|}
\hline \multirow[t]{2}{*}{ASSETS} & \multicolumn{2}{|c|}{December 31} \\
\hline & 2000 & 1999 \\
\hline \multicolumn{3}{|l|}{CURRENT ASSETS:} \\
\hline <S> & <C> & <C> \\
\hline Cash and cash equivalents & \$ 11,321,374 & \$ 14,837,655 \\
\hline Trade accounts receivable, less allowance for doubtful accounts of \(\$ 913,000\) and \(\$ 908,000\), respectively & 23,189,409 & 21,125,610 \\
\hline Inventories (Note 2) & 27,479,839 & 21,168,942 \\
\hline Note receivable (Note 1) & 2,965,390 & 400,000 \\
\hline Other current assets & 626,139 & 574,530 \\
\hline Deferred income taxes (Note 7) & 1,834,745 & 1,735,000 \\
\hline TOTAL CURRENT ASSETS & 67,416,896 & 59,841,737 \\
\hline PROPERTY, PLANT AND EQUIPMENT, net (Notes 1 and 3) & 10,106,044 & 10,959,668 \\
\hline \multicolumn{3}{|l|}{OTHER ASSETS:} \\
\hline Excess of cost over net assets acquired (Note 1) & 6,728,995 & 8,819,923 \\
\hline Investments in debt securities (Note 1) & 5,916,507 & 6,078,365 \\
\hline Note receivable (Note 1) & & 2,965,390 \\
\hline Deferred income taxes (Note 7) & 2,735,811 & 2,168,571 \\
\hline Other assets & 293,801 & 642,399 \\
\hline TOTAL OTHER ASSETS & 15,675,114 & 20,674,648 \\
\hline
\end{tabular}

LIABILITIES AND STOCKHOLDERS' EQUITY
\begin{tabular}{|c|c|c|c|c|}
\hline & & & & \\
\hline Notes payable (Note 1) & \$ & 9,101,438 & \$ & 9,043,035 \\
\hline Accounts payable & & 5,866,627 & & 8,075,596 \\
\hline Accrued expenses & & 4,579,202 & & 4,291,797 \\
\hline Dividends payable & & 880,391 & & 855,087 \\
\hline Income taxes payable & & 1,503,468 & & 2,788,746 \\
\hline TOTAL CURRENT LIABILITIES & & 21,931,126 & & 25,054,261 \\
\hline
\end{tabular}

COMMITMENTS AND CONTINGENCIES (Note 5)
STOCKHOLDERS' EQUITY:
Preferred stock, par value \(\$ 1.00\) per share; 3,000,000 shares authorized; none issued
Common stock, par value \(\$ .05\) per share; \(30,000,000\) shares authorized; \(8,616,909\) and \(8,551,272\) shares issued and outstanding, respectively (Notes 1 and 6)
Additional paid-in capital
Retained earnings
Stock option notes receivable (Note 6)
Cumulative other comprehensive income (loss)
TOTAL STOCKHOLDERS' EQUITY

TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY
\begin{tabular}{|c|c|c|}
\hline 430,846 & & 427,564 \\
\hline 28,877,135 & & 25,302,306 \\
\hline 42,309,918 & & 40,996,869 \\
\hline & & \((288,225)\) \\
\hline \((350,971)\) & & \((16,722)\) \\
\hline 71,266,928 & & 66,421,792 \\
\hline \$ 93,198,054 & \$ & 91,476,053 \\
\hline
\end{tabular}

See notes to consolidated financial statements.
</TABLE>
<TABLE>
<CAPTION>

COMMUNICATIONS SYSTEMS, INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF INCOME AND COMPREHENSIVE INCOME
\begin{tabular}{|c|c|c|c|}
\hline & 2000 & 1999 & \\
\hline \multicolumn{4}{|l|}{1998} \\
\hline <S> & <C> & <C> & <C> \\
\hline REVENUES (Note 9) : & \$ 119,720,115 & \$ 117,524,617 & \$ \\
\hline 71,570,030 & & & \\
\hline \multicolumn{4}{|l|}{\multirow[t]{2}{*}{\begin{tabular}{l}
COSTS AND EXPENSES: \\
Cost of sales
\end{tabular}}} \\
\hline & & & \\
\hline \multicolumn{4}{|l|}{50,599,473} \\
\hline Selling, general and administrative expenses & 29,432,373 & 28,907,288 & \\
\hline \multicolumn{4}{|l|}{12,412,361} \\
\hline TOTAL COSTS AND EXPENSES & 111,786,757 & 106,187,029 & \\
\hline \multicolumn{4}{|l|}{63,011,834} \\
\hline OPERATING INCOME & 7,933,358 & 11,337,588 & \\
\hline \multicolumn{4}{|l|}{8,558,196} \\
\hline \multicolumn{4}{|l|}{OTHER INCOME (EXPENSE) :} \\
\hline Investment income & 1,028,681 & 986,263 & \\
\hline \multicolumn{4}{|l|}{1,306,466} \\
\hline Interest expense & \((689,867)\) & \((690,129)\) & \\
\hline \multicolumn{4}{|l|}{\((47,237)\)} \\
\hline OTHER INCOME, net & 338,814 & 296,134 & \\
\hline \multicolumn{4}{|l|}{\(1,259,229\) le 3 ,} \\
\hline INCOME BEFORE INCOME TAXES & 8,272,172 & 11,633,722 & \\
\hline 9,817,425 & & & \\
\hline
\end{tabular}

INCOME TAX EXPENSE (Note 7)
1,950,000
-_----


See notes to consolidated financial statements. </TABLE>
\begin{tabular}{ll} 
& 17 \\
<TABLE> & 17
\end{tabular}

COMMUNICATIONS SYSTEMS, INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY
\begin{tabular}{|c|c|c|c|c|c|c|}
\hline \multirow[b]{2}{*}{Total} & \begin{tabular}{l}
Common \\
Shares
\end{tabular} & \multirow[t]{2}{*}{Stock Amount} & \begin{tabular}{l}
Additional \\
Paid-in \\
Capital
\end{tabular} & \begin{tabular}{l}
Retained \\
Earnings
\end{tabular} & Stock Option Notes Receivable & Cumulative Other Comprehensive Income (Loss) \\
\hline & & & & & & \\
\hline <S> & <C> & <C> & <C> & <C> & <C> & <C> \\
\hline <C> & & & & & & \\
\hline BALANCE AT DECEMBER 31, 1997 \$69,263,696 & 9,326,652 & \$ 466,333 & \$24,132,771 & \$44,552,855 & \$ & \$ 111,737 \\
\hline Net income & & & & 7,867,425 & & \\
\hline 7,867,425 & & & & & & \\
\hline Issuance of stock to acquire JDL Technologies, Inc. & 158,005 & 7,900 & 2,204,170 & & & \\
\hline 2,212,070 & & & & & & \\
\hline Issuance of common stock under Employee Stock Purchase Plan & 12,210 & 610 & 112,259 & & & \\
\hline 112,869 & & & & & & \\
\hline Issuance of stock under Employee Stock Option Plan & 84,834 & 4,242 & 938,102 & & & \\
\hline \[
942,344
\] & & & & & & \\
\hline Tax benefit from non qualified employee stock options & & & 37,017 & & & \\
\hline 37,017 & & & & & & \\
\hline
\end{tabular}

Issuance of notes receivable
for stock options, net
\((288,225)\)
\((288,225)\)
Purchase of stock \((790,400)\)
\((13,265,250)\)
Shareholder dividends
(3,505, 492)
Other comprehensive income
77,198
-----------
BALANCE AT DECEMBER 31, 1998
63,453,652
Net income
9,013,722
Issuance of common stock under Employee Stock Purchase Plan 268,138

Issuance of common stock to Employee Stock Ownership Plan 235,000
Issuance of stock under
Employee Stock Option Plan 260,776

Stock issued as compensation
92,000
Stock option compensation
125,798
Tax benefit from non qualified employee stock options
13,754
Purchase of stock
(3, 379, 821)
Shareholder dividends
\((3,455,570)\)
Other comprehensive loss
\((205,657)\)
-_-_-------
BALANCE AT DECEMBER 31, 1999
66,421,792
Net income
6,672,172
Issuance of stock under Employee Stock Purchase Plan
317,737
Issuance of stock to Employee Stock Ownership Plan
307,996
Issuance of stock under
Employee Stock Option Plan
3,338,181
Stock issued as compensation 120,000

Tax benefit from non qualified employee stock options
397,420
Purchase of stock
(2,746,281)
Shareholder dividends
\((3,516,065)\)
Collection of stock option notes receivable
288,225
Other comprehensive loss
\((334,248)\)
------------
BALANCE AT DECEMBER 31, 2000
\$71,266,928
\(===========\)
See notes to consolidated financial statements.
</TABLE>
<TABLE>
<CAPTION>

19,893 995 234,005

24,783
8,000
\((320,136)\)
\(8,551,272\)
427,564
\(25,302,306\)
\(40,996,869\)
\((288,225)\)
\((205,657)\)

30,515
1,526
316,211

23,692
1,184
306,812
\((286,729)\)
\((14,336)\)
\(6,672,172\)
290,159

14,508
3,323,673
8,000
400
119,600
77,198

8,791,301 439,565 \(25,250,914\) \(37,862,463\)

9,013,722
\(27,431 \quad\) 266,766

1,239

400
91,600
125,798

13,754
\((16,007)\)
(940,068)
\((2,423,746)\)
\((3,455,570)\)
-------------
\((16,722)\)
\((1,843,058)\)
\((3,516,065)\)

288,225
\((334,249)\)



2,152,133
Interest paid
682,679
714,871
10,727
See notes to consolidated financial statements.
</TABLE>
COMMUNICATIONS SYSTEMS, INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
Years Ended December 31, 2000, 1999 and 1998
NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
Description of business: The Company is principally engaged in the manufacture and sale of modular connecting and wiring devices for voice and data communications. The Company sells these products to telephone companies, electrical contractors, interconnect companies, original equipment manufacturers and retailers. The Company also owns subsidiaries which manufacture media and rate conversion products (products that permit telecommunications networks to move information between copper wired equipment and fiber-optic cable) and offer internet network design, specification and training services to educational institutions. The Company's operations are located in the United States, United Kingdom, Puerto Rico, and Costa Rica.

Principles of consolidation: The consolidated financial statements include the accounts of the Company and its subsidiaries. All material intercompany transactions and accounts have been eliminated.

Use of estimates: The presentation of financial statements in conformity with generally accepted accounting principles in the United States of America requires management to make estimates and assumptions that affect the reported amounts 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. The Company's estimates consist principally of reserves for doubtful accounts and lower of cost or market inventory adjustments.

Financial instruments: The fair value of the Company's financial instruments, which consist of marketable securities, accounts receivable, notes receivable, mortgage-backed securities, accounts payable and notes payable, approximate their carrying value due to their short-term nature and the variable interest rate on outstanding indebtedness.

Cash equivalents: For purposes of the consolidated statements of cash flows, the Company considers all highly liquid investments with a maturity of three months or less at the time of purchase to be cash equivalents.

Accounts receivable from Hector Communications Corporation: The Company provides services for Hector Communications Corporation ("HCC"), a former subsidiary of the Company. Several of the Company's officers and directors work in similar capacities for HCC. Outstanding receivable balances from HCC were $\$ 172,000$ and $\$ 428,000$ at December 31,2000 and 1999 , respectively. Accounts with HCC are handled on an open account basis.

Property, plant and equipment: Property, plant and equipment are recorded at cost. Depreciation is computed using principally the straight-line method. Depreciation included in costs and expenses was $\$ 2,969,253$, $\$ 2,827,709$ and $\$ 2,444,192$ for 2000 , 1999 and 1998 , respectively. Maintenance and repairs are charged to operations and additions or improvements are capitalized. Items of property sold, retired or otherwise disposed of are removed from the asset and accumulated depreciation accounts and any gains or losses on disposal are reflected in operations.

Excess of cost over net assets acquired: The excess of cost over net assets of subsidiaries acquired in purchase transactions is being amortized on the straight-line method over periods of 5 to 15 years. Amortization included in costs and expenses was $\$ 2,128,870, \$ 1,973,581$ and $\$ 641,341$ in 2000, 1999 and 1998, respectively.

Note receivable: The note receivable represents the balance due from the sale of the Company's contract manufacturing operations sold in 1996. The note bears interest at the prime rate and is secured by the assets sold. The original amount was $\$ 4,866,000$ and the maturity date is November 1, 2001.

Recoverability of long-lived assets: The Company reviews its long-lived assets periodically to determine potential impairment by comparing the carrying value of the assets with expected net cash flows expected to be provided by operating activities of the business or related products. Should the sum of the expected future net cash flows be less than the carrying value, the Company would determine whether an impairment loss should be recognized. An impairment loss would be measured by comparing the amount by which the carrying value exceeds the fair value of the asset based on market value that is based on the discounted cash flows expected to be generated by the asset. At December 31, 2000 and 1999, no impairment loss provision is required or recorded in the consolidated financial statements.

Investment in debt securities: The Company's Puerto Rico subsidiary owns a portfolio of AAA rated mortgage-backed securities it is holding to maturity. At December 31, 2000, the amortized cost basis of the securities was $\$ 248,000$, which approximates market value. The subsidiary also holds an investment in Federal Home Loan Bank bonds, which are available for sale. Market value of the securities was $\$ 5,620,000$ including a gross unrealized holding loss of $\$ 5,200$ ( $\$ 3,400$ net of taxes), which is reflected in the consolidated financial statements in other comprehensive income (loss).

Notes payable: The Company has a $\$ 10,000,000$ line of credit from U.S. Bank. Outstanding borrowings against the line of credit at December 31, 2000 and 1999 were $\$ 9,000,000$ and $\$ 8,903,000$ respectively. Interest on borrowings on the credit line is at the bank's average CD rate plus $1.5 \%$ ( $8.20 \%$ at December 31, 2000). The credit line matures June 30, 2001.

Foreign currency translation: Assets and liabilities denominated in foreign currencies were translated into U.S. dollars at year-end exchange rates. Revenue and expense transactions were translated using average exchange rates. The cumulative foreign currency translation balance is $\$ 347,000$ and $\$ 35,000$ at December 31, 2000 and 1999, respectively.

Revenue recognition: The Company recognizes revenue for all domestic and international sales at the shipping point. Shipping terms are FOB shipping point. The Company sells products directly to its customers, as well as through distributors. In all cases, risk of loss transfers at the point of shipment and the Company has no further obligation for performance after such time. Payment terms for distributors are consistent with the terms of the Company's direct customers.

Net income per share: Basic net income per common share is based on the weighted average number of common shares outstanding during each year. Diluted net income per common share takes into effect the dilutive effect of potential common shares outstanding. The Company's only potential common shares outstanding are stock options, which resulted in a dilutive effect of 115,187 shares, 82,923 shares, and 44,261 shares in 2000 , 1999 and 1998 , respectively. The Company calculates the dilutive effect of outstanding options using the treasury stock method.

New accounting principles: On January 1, 2001, the Company adopted Statement of Financial Accounting Standard (SFAS) No. 133, Accounting for Derivative Instruments and Hedging Activities, as amended by SFAS No. 138, Accounting for Certain Derivative Instruments and Certain Hedging Activities. SFAS No. 133 establishes accounting and reporting standards for derivative instruments and for hedging activities. It requires that all derivatives, including those embedded in other contracts, be recognized as either assets or liabilities and that those financial instruments be measured at fair value. The accounting for changes in the fair value of derivatives depends on their intended use and designation. Management has reviewed the requirements of SFAS No. 133 and has determined that they have no free-standing or embedded derivatives. All contracts that contain provisions meeting the definition of a derivative also meet the requirements of, and have been designated as, normal purchases or sales. The Company's policy is to not use free-standing derivatives and to not enter into contracts with terms that cannot be designated as normal purchases or sales.

In December 1999, the Securities and Exchange Commission issued Staff Accounting Bulletin No. 101, Revenue Recognition in Financial Statements (SAB 101), which among other guidance, clarified the Staff's views on various revenue recognition and reporting matters. The Company adopted the provisions of SAB 101 in the fourth quarter of fiscal 2000. The adoption of SAB 101 did not have a material impact to the results of operations for the year ended December 31, 2000.

During the year ended December 31, 2000, the Company adopted the provisions of Emerging Issues Task Force (EITF) 00-10, Accounting for Shipping and Handling Fees and Costs. EITF 00-10 specifies classification guidelines for shipping and handling fees and costs incurred by sellers. Upon application of EITF 00-10, prior period amounts related to shipping and handling fees and costs were reclassified, which had no effect on previously reported net income.

Basis of presentation: Certain amounts in the 1999 and 1998 financial statements have been reclassified to conform to the 2000 financial statement presentation.

These reclassifications had no effect on net income or stockholders' equity as previously reported.

NOTE 2 - INVENTORIES

- ---------------------

Inventories are carried at the lower of cost (first-in, first out method) or market and consist of:

|  | December 31 |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2000 |  |  | 1999 |
| Finished goods | \$ | 10,876,529 | \$ | 7,418,810 |
| Raw and processed materials |  | 16,603,310 |  | 13,750,132 |
|  | \$ | 27,479,839 | \$ | 21,168,942 |

NOTE 3 - PROPERTY, PLANT AND EQUIPMENT

- ---------------------------------------

Property, plant and equipment and the estimated useful lives are as follows:

|  |  |  | Dece | b | r 31 |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Estimated useful life |  | 2000 |  | 1999 |
| Land |  | \$ | 293,299 | \$ | 305,519 |
| Buildings | 7-30 years |  | 3,077,470 |  | 3,105,474 |
| Machinery and equipment | 3-15 years |  | 26,746,398 |  | 25,690,309 |
| Furniture and fixtures | 5-10 years |  | 3,349,101 |  | 3,045,826 |
|  |  |  | 33,466,268 |  | 32,147,128 |
| Less accumulated dep | ciation |  | 23,360,224 |  | 21,187,460 |
|  |  | \$ | 10,106,044 | \$ | 10,959,668 |

NOTE 4 - EMPLOYEE BENEFIT PLANS
The Company has an Employee Savings Plan (401(k)) and matches a percentage of employee contributions up to six percent of compensation. Contributions to the plan in 2000, 1999 and 1998 were $\$ 347,000, \$ 275,000$, and $\$ 93,000$ respectively.

The Company does not provide post retirement benefits to its employees.

NOTE 5 - COMMITMENTS AND CONTINGENCIES
The Company leases land, buildings and equipment under operating leases with original terms from one to ten years. Certain of these leases contain renewal and purchase options. Rent expense charged to operations was $\$ 901,000, \$ 885,000$ and $\$ 590,000$ in 2000, 1999 and 1998 respectively. At December 31, 2000, the Company was obligated under noncancellable operating leases to make minimum annual future lease payments as follows:

| 2001 | \$ | 589,077 |
| :---: | :---: | :---: |
| 2002 |  | 513,330 |
| 2003 |  | 408,136 |
| 2004 |  | 236,482 |
| 2005 |  | 255,125 |
|  | \$ | 002,150 |

In the ordinary course of business, the Company is exposed to legal actions and incurs costs to pursue and defend legal claims. Company management is not aware of any outstanding or pending legal actions that would materially affect the Company's financial position or results of operations.

NOTE 6 - COMMON STOCK AND STOCK OPTIONS
Common shares are reserved in connection with the Company's 1992 stock plan under which $1,900,000$ shares of common stock may be issued pursuant to stock options, stock appreciation rights, restricted stock or deferred stock granted to officers and key employees. Exercise prices of stock options under the plan cannot be less than fair market value of the stock on the date of grant. Rules and conditions governing awards of stock options, stock appreciation rights and restricted or deferred stock are determined by the Compensation Committee of the Board of Directors, subject to certain limitations incorporated into the plan. At December 31, 2000, 253,983 shares remained available to be issued under the
plan. Options expire five years from date of grant with one third of the options vesting after six months, the remaining two thirds vesting equally over the next two years.

Common shares are also reserved for issuance in connection with a nonqualified stock option plan under which up to 200,000 shares may be issued to nonemployee directors. The plan provides for the automatic grant of nonqualified options for 3,000 shares of common stock annually to each nonemployee director concurrent with the annual stockholders' meeting. Exercise price will be the fair market value of the stock at the date of grant. Options granted under this plan vest when issued and expire ten years from date of grant. At December 31, 2000, 17,000 shares are available to be issued under the plan.

The Company issued 8,000 common shares of stock to JDL Technologies employees as compensation for services during 2000 and 1999. Compensation expense recorded was $\$ 120,000$ in 2000 and $\$ 92,000$ in 1999.

The Company awarded 240,000 incentive stock options to employees of Transition Networks, Inc. in March 1999. For 1999 these options were based on the attainment of TNI's annual revenue and operating income targets. On the measurement date of December $31,1999,44,736$ incentive stock options were vested in the accounts of eligible employees. The Company recorded compensation expense of $\$ 125,798$ in 1999 in connection with these options. Compensation expense was based on the difference between the exercise price and the price at the measurement date. During the years 2000 to 2004, the balance of the options vest at the rate of $20 \%$ per year.

Changes in outstanding employee and director stock options during the three years ended December 31, 2000 were as follows:

| Number of shares | Weighted average exercise price per share |  |
| :---: | :---: | :---: |
|  |  |  |
| 525,272 | \$ | 13.19 |
| 224,550 |  | 17.46 |
| $(84,834)$ |  | 11.11 |
| $(5,800)$ |  | 15.07 |
| 659,188 |  | 14.89 |
| 622,204 |  | 10.27 |
| $(24,783)$ |  | 10.52 |
| $(99,617)$ |  | 12.98 |
| 1,156,992 |  | 12.66 |
| 363,100 |  | 16.79 |
| $(290,159)$ |  | 12.98 |
| $(146,537)$ |  | 11.81 |
| 1,083,396 |  | 14.17 |

At December 31, 2000, 957,248 stock options are currently exercisable. The following table summarizes the status of Communications Systems, Inc. stock options outstanding at December 31, 2000:


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In 1998, the Company provided financing to employees and directors who exercised stock options during the year. The notes bear interest at $6 \%$ and were paid February 28, 2000. The notes were reflected as a reduction of stockholders' equity in the financial statements.

On October 29, 1999 the Board of Directors adopted a shareholders' rights plan. Under this plan, the Board of Directors declared a distribution of one right per share of common stock. Each right entitles the holder to purchase $1 / 100$ th of a share of a new series of Junior Participating Preferred Stock of the Company at an initial exercise price of $\$ 65$. The rights expire on October 26, 2009. The rights will become exercisable only following the acquisition by a person or group, without the prior consent of the Board of Directors, of $15 \%$ or more of the Company's voting stock, or following the announcement of a tender offer or exchange offer to acquire an interest of $15 \%$ or more. If the rights become exercisable, each rightholder will be entitled to purchase, at the exercise price, common stock with a market value equal to twice the exercise price. Should the Company be acquired, each right would entitle the holder to purchase,
at the exercise price, common stock of the acquiring company with a market value equal to twice the exercise price. Any rights owned by the acquiring person or group would become void.

## PRO FORMA FINANCIAL INFORMATION

The Company has adopted the disclosure provisions of SFAS No. 123, "Accounting for Stock-Based Compensation," but applies APB Opinion No. 25, "Accounting for Stock Issued to Employees" for measurement and recognition of stock-based transactions with its employees. If the Company had elected to recognize compensation cost for its stock based transactions using the method prescribed by SFAS No. 123, pro forma net income and net income per share would have been as follows:

Net Income

|  | 2000 |  | 1999 |  | 1998 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 5,323,456 | \$ | 8,035,603 | \$ | 7,061,627 |
| \$ | . 61 | \$ | . 93 | \$ | . 78 |
| \$ | . 60 | \$ | . 92 | \$ | . 78 |

The fair value of the Company's stock options and Employee Stock Purchase Plan transactions used to compute pro forma net income and net income per share disclosures is the estimated present value at grant date using the Black-Scholes option-pricing model. The following table displays the assumptions used in the model.

|  | 2000 |  | 1999 |  | 1998 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Expected volatility |  | 34\% |  | 27\% |  | 26\% |
| Risk free interest rate |  | 6.1\% |  | 5.2\% |  | 5.7\% |
| Expected holding period - employees | 4 | years | 4 | years | 4 | years |
| Expected holding period - directors | 7 | years | 7 | years | 7 | years |
| Dividend yield |  | $2.4 \%$ |  | 3.9\% |  | $2.4 \%$ |

Pro forma stock-based compensation cost was $\$ 1,349,000, \$ 978,000$ and $\$ 806,000$ in 2000, 1999 and 1998, respectively. The fair value of all options issued in 2000, 1999 and 1998 was $\$ 1,860,000, \$ 1,402,000$ and $\$ 971,000$, respectively.

EMPLOYEE STOCK PURCHASE PLAN
The Company maintains an Employee Stock Purchase Plan for which 300,000 common shares have been reserved. Under the terms of the plan, employees may acquire shares of common stock, subject to limitations, through payroll deductions at $85 \%$ of the lower of fair market value for such shares on one of two specified dates in each plan year. Shares issued to employees under the plan were 30,515, 27,431 and 12,210 for the plan years ended August 31, 2000, 1999 and 1998, respectively. At December 31, 2000 employees had subscribed to purchase an additional 25,500 shares in the current plan year ending August 31, 2001.

EMPLOYEE STOCK OWNERSHIP PLAN (ESOP)
All eligible employees of the Company participate in the ESOP after completing one year of service. Contributions are allocated to each participant based on compensation and vest $30 \%$ after three years of service and incrementally thereafter, with full vesting after seven years. At December 31, 2000, the ESOP held 332,864 shares of the Company's common stock, all of which has been allocated to the accounts of eligible employees. Contributions to the plan are determined by the Board of Directors and can be made in cash or shares of the Company's stock. The Company's 1998 ESOP contribution was $\$ 235,000$ for which the Company issued 19,893 shares of common stock to the ESOP in February 1999. The 1999 ESOP contribution was $\$ 308,000$ for which the Company issued 23,692 shares in February 2000. The 2000 ESOP contribution was $\$ 220,325$ for which the Company issued 25,000 shares in February 2001.

PURCHASES OF COMMUNICATIONS SYSTEMS, INC. COMMON STOCK

The Company's Board of Directors has authorized the purchase and retirement, from time to time, of shares of the Company's stock on the open market, or in private transactions consistent with overall market and financial conditions. In 2000, the Company purchased and retired 286,729 shares at a cost of $\$ 2,746,000$. In 1999, the Company purchased and retired 320,136 shares at a cost of $\$ 3,380,000$. At December 31,2000 , 123,377 shares could be repurchased under outstanding Board authorizations.

Income tax expense from continuing operations consists of the following:

|  | Year Ended December 31 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2000 |  | 1999 |  | 1998 |  |
| Currently payable income taxes: |  |  |  |  |  |  |
| Federal | \$ | 1,109,000 | \$ | 2,058,000 |  | 1,607,000 |
| State |  | 131,000 |  | 217,000 |  | 110,000 |
| Puerto Rico |  | 573,000 |  | 844,000 |  | 767,000 |
| Foreign |  | 57,000 |  | 305,000 |  | 131,000 |
|  |  | 1,870,000 |  | 3,424,000 |  | 2,615,000 |
| Tax effect of disqualified employee |  |  |  |  |  |  |
| incentive stock options |  | 397,000 |  | 14,000 |  | 37,000 |
| Deferred income taxes (benefit) |  | $(667,000)$ |  | $(818,000)$ |  | (702,000 |
|  | \$ | 1,600,000 | \$ | 2,620,000 | \$ | 1,950,000 |

A subsidiary, Suttle Caribe, Inc., operates in Puerto Rico, and is qualified under Internal Revenue Service Code section 936 for credit against U.S. income taxes. Under provisions of the Omnibus Budget Reconciliation Act of 1993, Congress set limits on the section 936 credit that went into effect for the $1994-t a x$ year. As a result of the tax credit limitation, the Company incurred $\$ 82,000, \$ 827,000$ and $\$ 556,000$ of $U . S$. federal income tax expense on earnings in Puerto Rico for 2000, 1999 and 1998, respectively.

Earnings of Suttle Caribe, Inc. are 90\% exempt from Puerto Rico income taxes through 2003, subject to satisfaction of the employment and investment requirements of the tax exemption grant received by the Company. Distributions by Suttle Caribe, Inc. to the parent company are subject to a tollgate tax at rates which, depending on various factors, range from $3.5 \%$ to $10 \%$. The Company has provided for and prepaid tollgate taxes at a $1.75 \%$ rate on its Puerto Rico earnings for each year since 1993. The Company has recognized tollgate tax expense at the $3.5 \%$ rate on earnings from years prior to 1993 only to the extent distributions were received from Suttle Caribe, Inc. The cumulative amount of undistributed prior earnings on which no tollgate tax has been recognized was approximately $\$ 10,004,000$ at December 31, 2000.

Austin Taylor Communications, Ltd. operates in the U.K. and is subject to U.K. rather than U.S. income taxes. U.K. pretax income (loss) was (\$74,000), $\$ 878,000$, and $\$ 915,000$ in 2000,1999 and 1998 , respectively. Suttle Costa Rica, S.A. operates in Costa Rica and is currently exempt from Costa Rica income taxes. Accumulated earnings in Costa Rica on which no U.S. income tax has been accrued was $\$ 2,268,000$ at December 31, 2000. It is the Company's intention to reinvest the remaining undistributed earnings of its Puerto Rico, U.K. and Costa Rica subsidiaries to support the continued operation of those subsidiaries.

The provision for income taxes varied from the federal statutory tax rate as follows:


|  | 2000 |  | 1999 |  |
| :---: | :---: | :---: | :---: | :---: |
| Current assets: |  |  |  |  |
| Bad debts | \$ | 253,000 | \$ | 258,000 |
| Inventory |  | 934,000 |  | 938,000 |
| Accrued expenses |  | 647,745 |  | 539,000 |
|  | \$ | 834,745 | \$ | 735,000 |

Long term assets and (liabilities):

Depreciation
Net operating loss carryforward
Loss reserves on notes receivable
Excess of cost over net assets
Other
Alternative minimum tax credits

| \$ | $(333,189)$ | \$ | $(393,429)$ |
| :---: | :---: | :---: | :---: |
|  | 1,032,000 |  | 1,110,000 |
|  | 148,000 |  | 151,000 |
|  | 382,000 |  | 203,000 |
|  | $(3,000)$ |  | 26,000 |
|  | 1,510,000 |  | 1,072,000 |
| \$ | 2,735,811 | \$ | 2,168,571 |

As part of the LANart acquisition, the Company purchased net operating loss carryforwards in the amount of $\$ 3,416,000$. At December 31, 2000 , the Company has $\$ 3,036,000$ available net operating loss carryforwards for income tax purposes, which expire 2014. The Company also has alternative minimum tax carryforwards of approximately $\$ 1,510,000$ at December 31, 2000 , which are available to reduce future regular income taxes over an indefinite period.

NOTE 8 - ACQUISITIONS
Effective December 1, 1998, the Company acquired all the capital stock of Transition Networks, Inc. for $\$ 8,507,000$ (cash payments net of cash acquired). The transaction is being accounted for as a purchase, and the operations of Transition Networks, Inc. are included in consolidated operations as of the effective date. Excess of cost over net assets acquired in the transaction was $\$ 4,047,000$, which is being amortized on a straight-line basis over 5 years. In the acquisition, the following assets were acquired and liabilities assumed:

| Property, plant and equipment | \$ 708,804 |
| :---: | :---: |
| Excess of cost over net assets acquired | 4,046,565 |
| Accounts receivable | 3,262,689 |
| Inventory | 3,198,942 |
| Cash | 550,049 |
| Accounts payable | $(1,973,236)$ |
| Accrued expenses | $(643,263)$ |
| Other assets and liabilities | $(93,786)$ |
| Total purchase price Less cash acquired | $\begin{aligned} & 9,056,764 \\ & (550,049) \end{aligned}$ |
| Payment for purchase of Transition Networks, Inc., net of cash acquired | \$ 8,506,715 |

Effective August 7, 1998, the Company purchased all the capital stock of JDL Technologies, Inc. for $\$ 2,244,000$, consisting of 158,005 shares of the Company's common stock and $\$ 32,000$ of acquisition costs. The acquisition was accounted for as purchase. Excess of cost over net assets acquired in the transaction was $\$ 2,223,000$, which is being amortized on a straight-line basis over five years. The results of operations of JDL are included in consolidated operations as of the acquisition date. In the acquisition, the following assets were acquired and liabilities assumed:

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| Property, plant and equipment | 77,799 <br> Excess of cost over net assets acquired <br> Accounts receivable |
| :--- | ---: |
| Inventory | $2,222,772$ |
| Accounts payable | $1,430,953$ |
| Accrued expenses | 264,608 |
| Other assets and liabilities | $(949,999)$ |
| Payment for purchase of JDL Technologies, Inc. | $(800,803)$ |
|  | $(1,000)$ |
|  |  |

Unaudited consolidated results of operations on a pro forma basis as though the acquisitions of JDL Technologies and Transition Networks, Inc. were effective January 1, 1998 are as follows:

|  | Year Ended December 31, 1998 |  |
| :---: | :---: | :---: |
| Revenues from continuing operations |  | 7,440,835 |
| Net income | \$ | 6,473,170 |
| Basic net income per share | \$ | . 71 |
| Diluted net income per share | \$ | . 71 |

Effective April 7, 1999, the Company purchased all the capital stock of LANart Corporation a designer and manufacturer of application specific integrated circuits (ASIC chips) located in Needham, Massachusetts, for $\$ 3,956,000$, net of cash acquired. The operations of LANart Corporation, which were not material to the Company's financial statements, have been included in consolidated operations as of the purchase date. The fair value of assets acquired in the transaction was $\$ 4,764,000$ (including excess of cost over net assets acquired of
$\$ 2,361,000$ ) and liabilities of $\$ 2,805,000$ were assumed as follows:

| Property, plant and equipment | \$ 242,192 |
| :---: | :---: |
| Excess of cost over net assets acquired | 2,361,179 |
| Accounts receivable | 1,801,359 |
| Inventory | 1,075,871 |
| Deferred tax benefits | 1,161,408 |
| Cash | 808,265 |
| Accounts payable | $(1,285,761)$ |
| Accrued expenses | $(1,519,296)$ |
| Other assets and liabilities | 118,946 |
| Total purchase price | 4,764,163 |
| Less cash acquired | $(808,265)$ |
| Payment for purchase of LANart, Inc., net of cash acquired | \$ 3,955,898 |

NOTE 9 - INFORMATION CONCERNING INDUSTRY SEGMENTS AND MAJOR CUSTOMERS

The Company classifies its businesses into four segments: Suttle, which manufactures U.S. standard modular connecting and wiring devices for voice and data communications; Austin Taylor, which manufactures British standard line jacks, patch panels, wiring harness assemblies, metal boxes, distribution cabinets and distribution and central office frames; Transition Networks, which designs and markets data transmission and computer network products and other operations; JDL Technologies, Inc. (JDL) that provides telecommunications network design, specification and training services to educational institutions.

Suttle products are sold principally to United States (U.S.) customers. Suttle operates manufacturing facilities in the U.S. (including Puerto Rico) and Costa Rica. Austin Taylor operates in the United Kingdom (U.K.). Transition Networks manufactures its products in the United States and makes sales in both the U.S. and U.K. markets. JDL Technologies operates in the U.S. and makes sales in the U.S. and Latin America. Export sales were less than $10 \%$ of consolidated revenues in each of the last three years. At December 31, 2000, foreign earnings in excess of amounts received in the United States were approximately $\$ 6,106,000$.

In 2000 and 1999, no customer accounted for more than $10 \%$ of consolidated sales. In 1998, sales to three U.S. customers amounted to $13.6 \%$, $10.4 \%$ and $10.3 \%$ of consolidated revenues, respectively.

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The Company's station apparatus products are manufactured using plastic parts, wire sub-assemblies, fasteners, brackets, electronic circuit boards and other components, most of which are fabricated by the Company. There are multiple sources of supply for the materials and parts required and the Company is not dependent upon any single supplier, except that the Company's corrosion resistant products utilize a moisture-resistant gel-filled fig available only from Raychem Corporation. The unavailability of the gel-filled figs from Raychem Corporation could have a material adverse effect on the Company. The Company has not generally experienced significant problems in obtaining its required supplies, although from time to time spot shortages are experienced.
<TABLE>
<CAPTION>


7,933,358

| Depreciation and amortization 5,098,123 | \$ | 2,085,318 | \$ | 676,609 | \$ | 1,631,879 | \$ | 558,607 | \$ | 145,710 | \$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\begin{aligned} & \text { Assets } \\ & 93,198,054 \end{aligned}$ | \$ | 47,739,407 | \$ | 6,503,926 | \$ | 20,925,554 | \$ | 9,691,659 | \$ | 8,337,508 | \$ |
| Capital expenditures $2,276,790$ | \$ | 1,478,871 | \$ | 233,405 | \$ | 223,434 | \$ | 306,107 | \$ | 34,973 | \$ |
| Year Ended December 31, 1999: <br> Revenues <br> \$117,524,617 <br> Cost of sales <br> 77,279,741 | \$ | $58,670,315$ $37,811,488$ | \$ | $12,031,318$ $10,010,373$ | \$ | $\begin{aligned} & 35,682,403 \\ & 21,464,186 \end{aligned}$ | \$ | $11,140,581$ $7,993,694$ | \$ | - |  |
| ```Gross profit 40,244,876 Selling, general and administrative expenses 28,907,288 Goodwill amortization 0``` |  | $20,858,827$ $7,755,117$ 287,047 |  | $2,020,945$ $1,178,784$ 58,338 |  | $14,218,217$ $13,267,495$ $1,124,137$ |  | $3,146,887$ $2,985,772$ 444,555 |  | $\begin{aligned} & 3,720,120 \\ & (1,914,077) \end{aligned}$ |  |
| Operating income (loss) 11,337,588 | \$ | 12,816,663 | \$ | 783,823 | \$ | $(173,415)$ | \$ | $(283,440)$ | \$ | $(1,806,043)$ | \$ |
| Depreciation and amortization 4,801,290 | \$ | i2,068,839 | \$ | 709,992 | \$ | 1,367,536 | \$ | 494,023 | \$ | 160,900 | \$ |
| $\begin{aligned} & \text { Assets } \\ & 91,476,053 \end{aligned}$ | \$ | 51,004,622 | \$ | 7,751,465 | \$ | 17,511,819 | \$ | 6,639,227 | \$ | 8,568,920 | \$ |
| Capital expenditures $2,226,103$ | \$ | 1,345,535 | \$ | 675,074 | \$ | 48,293 | \$ | 95,890 | \$ | 61,311 | \$ |
| ```Year Ended December 31, 1998: Revenues 71,570,030 Cost of sales 50,599,473``` | \$ | $\begin{aligned} & 55,927,503 \\ & 37,751,518 \end{aligned}$ | \$ | $\begin{array}{r} 11,729,725 \\ 9,894,546 \end{array}$ | \$ | $\begin{aligned} & 2,232,058 \\ & 1,724,985 \end{aligned}$ | \$ | $\begin{aligned} & 1,680,744 \\ & 1,228,424 \end{aligned}$ | \$ | - | \$ |
| ```Gross profit 20,970,557 Selling, general and administrative expenses 12,412,361 Goodwill amortization 0``` |  | $18,175,985$ $7,574,373$ 287,047 |  | $1,835,179$ $1,155,649$ 58,338 |  | 507,073 773,917 67,443 |  | 452,320 942,438 185,231 |  | $\begin{array}{r} 1,965,984 \\ (598,059) \end{array}$ |  |
| $\begin{aligned} & \text { Operating income (loss) } \\ & 8,558,196 \end{aligned}$ | \$ | 10,314,565 | \$ | 621,192 | \$ | $(334,287)$ | \$ | $(675,349)$ | \$ | $(1,367,925)$ | \$ |
| Depreciation and amortization 3,085,533 | \$ | 1,957,261 | \$ | 692,453 | \$ | 96,756 | \$ | 12,134 | \$ | 326,929 | \$ |
| $\begin{aligned} & \text { Assets } \\ & 83,899,712 \end{aligned}$ | \$ | 53,130,454 | \$ | 7,091,218 | \$ | 11,731,323 | \$ | 3,634,012 | \$ | 8,312,705 | \$ |


(b) SUPPLEMENTAL FINANCIAL INFORMATION

| Unaudited Quarterly Operating Results <br> (in thousands except per share amounts) <br> Quarter Ended |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | March 31 |  | June 30 |  | Sept 30 |  | Dec 31 |  |
| 2000 |  |  |  |  |  |  |  |  |
| Revenues | \$ | 30,864 | \$ | 32,074 | \$ | 29,654 | \$ | 27,128 |
| Gross Margins |  | 10,473 |  | 9,452 |  | 9,039 |  | 8,401 |
| Operating income |  | 2,883 |  | 1,730 |  | 1,852 |  | 1,468 |
| Net Income |  | 2,314 |  | 1,587 |  | 1,508 |  | 1,264 |
| Basic Net Income per Share | \$ | . 27 | \$ | . 18 | \$ | . 17 | \$ | . 14 |
| Diluted Net Income per Share | \$ | . 26 | \$ | . 18 | \$ | . 17 | \$ | . 14 |
| 1999 |  |  |  |  |  |  |  |  |
| Revenues | \$ | 26,733 | \$ | 29,957 | \$ | 29,426 | \$ | 31,409 |
| Gross Margins |  | 9,036 |  | 9,901 |  | 10,135 |  | 11,173 |
| Operating income |  | 3,262 |  | 2,078 |  | 2,592 |  | 3,406 |
| Net Income |  | 2,473 |  | 1,748 |  | 2,101 |  | 2,692 |
| Basic Net Income per Share | \$ | . 29 | \$ | . 20 | \$ | . 24 | \$ | . 31 |
| Diluted Net Income per Share | \$ | . 28 | \$ | . 20 | \$ | . 24 | \$ | . 31 |

ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE

None.

ITEM 10. DIRECTORS AND EXECUTIVE OFFICERS OF THE REGISTRANT
The information called for by paragraphs [a], [c], [d], [e], and [f] of Item 401 under Regulation $S-K$, to the extent applicable, will be set forth under the caption "Election of Directors" in the Company's definitive proxy material for its May 17, 2001 Annual Meeting of Shareholders to be filed within 120 days from the end of the Registrant's fiscal year, which information is expressly incorporated by reference herein. The information called for by paragraph [b] of Item 401 is set forth under Item 1[c] herein. The information called for by Item 405 under Regulation $S-K$, to the extent applicable, will be set forth under the caption "Certain Transactions" in the Company's above referenced definitive proxy material.

ITEM 11. EXECUTIVE COMPENSATION
The information called for by Item 402 under Regulation $S-K$ to the extent applicable, will be set forth under the caption "Executive Compensation" in the Company's definitive proxy materials for its May 17, 2001 Annual Meeting to be filed within 120 days from the end of the Registrant's fiscal year, which information is expressly incorporated herein by reference.

ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT
The information called for by Item 403 under Regulation $S-K$ will be set forth
under the captions "Security Ownership of Certain Beneficial Owners and Management" and "Election of Directors" in the Company's definitive proxy materials for its May 17, 2001 Annual Meeting to be filed within 120 days from the end of the Registrant's fiscal year, which information is expressly incorporated herein by reference.

ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS
The information called for by Item 404 under Regulation $S-K$ will be set forth under the caption "Certain Transactions" in the Company's definitive proxy materials for its May 17, 2001 Annual Meeting to be filed within 120 days from the end of the Registrant's fiscal year, which information is expressly incorporated herein by reference.

PART IV

ITEM 14. EXHIBITS, FINANCIAL STATEMENT SCHEDULES, AND REPORTS ON FORM 8-K
(a) (1) Consolidated Financial Statements
The following Consolidated Financial Statements of Communications Systems, Inc.
and subsidiaries appear at pages 16 to 30 herein:
Independent Auditors' Report
Consolidated Balance Sheets as of December 31, 2000 and 1999
Consolidated Statements of Income and Comprehensive Income for the
years ended December 31, 2000 , 1999 and 1998


#### Abstract

All other schedules are omitted as the required information is inapplicable or the information is presented in the consolidated financial statements or related notes.


(a) (3) Exhibits

The exhibits which accompany or are incorporated by reference in this report, including all exhibits required to be filed with this report, are described on the Exhibit Index, which begins on page 37 of the sequential numbering system used in this report.
(b) REPORTS ON FORM 8-K FILED DURING THE THREE MONTHS ENDED DECEMBER 31, 2000

Not Applicable.

## SIGNATURES

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

COMMUNICATIONS SYSTEMS, INC.

```
Curtis A. Sampson, Chairman of the
Board of Directors, President and Chief
Executive Officer
```

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 in the capacities and on the dates indicated:

Each person whose signature appears below constitutes and appoints CURTIS A. SAMPSON and PAUL N. HANSON as his true and lawful attorneys-in-fact and agents, each acting alone, with full power of substitution and resubstitution, for him and in his name, place and stead, in any and all capacities, to sign any or all amendments to this Annual Report on Form $10-\mathrm{K}$ and to file the same, with all exhibits thereto, and other documents in connection therewith, with the Securities and Exchange Commission, granting unto said attorneys-in-fact and agents, each acting alone, full power and authority to do and perform each and every act and thing requisite and necessary to be done in and about the premises, as fully to all intents and purposes as he might or could do in person, hereby ratifying and confirming all said attorneys-in-fact and agents, each acting alone, or his substitute or substitutes, may lawfully do or cause to be done by virtue thereof.

| Signature | Title | Date |
| :---: | :---: | :---: |
| /s/Curtis A.Sampson $\qquad$ <br> Curtis A. Sampson | Chairman of the Board of Directors, President, and Director (Principal Executive Officer) | March 29, 2001 |
| /s/Paul N. Hanson ----------- Paul N. Hanson | ```Vice President, Treasurer and Chief Financial Officer (Principal Financial Officer and Principal Accounting Officer)``` | March 29, 2001 |
| /s/Randall D. Sampson <br> Randall D. Sampson | Director | March 29, 2001 |
| /s/Edwin C. Freeman $\qquad$ <br> Edwin C. Freeman | Director | March 29, 2001 |
| /s/Luella G. Goldberg $\qquad$ <br> Luella Gross Goldberg | Director | March 29, 2001 |
| /s/Frederick M. Green $\qquad$ <br> Frederick M. Green | Director | March 29, 2001 |
| /s/Joseph W. Parris <br> Joseph W. Parris | Director | March 29, 2001 |
|  | Director | March 29, 2001 |
| /s/Wayne E. Sampson | Director | March 29, 2001 |

- ----------------------------

Wayne E. Sampson

## ANNUAL REPORT PURSUANT TO SECTION 13 or 15 (d)

OF THE SECURITIES EXCHANGE ACT OF 1934

OF

COMMUNICATIONS SYSTEMS, INC.

FOR
YEAR ENDED DECEMBER 31, 2000

```
FINANCIAL STATEMENT SCHEDULE
```



## <TABLE>

<CAPTION>
COMMUNICATIONS SYSTEMS, INC. AND SUBSIDIARIES
Schedule II - Valuation and Qualifying Accounts and Reserves

|  | Balance at | Additions | Deductions | Balance |
| :---: | :---: | :---: | :---: | :---: |
| Description | Beginning of | Charged $t$ | from | at End |
|  | Period | and Expenses | Reserves | of Period |

Allowance for doubtful accounts:
Year ended:

| <S> |  | <C> |  | <C> |  | <C> |  |  | <C> |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| December 31, 2000 |  | \$ | 908,000 | \$ | 36,000 | \$ | 31,000 | (A) | \$ | 913,000 |
| December 31, 1999 |  | \$ | 884,000 | \$ | 126,000 | \$ | 102,000 | (A) | \$ | 908,000 |
| December 31, 1998 |  | \$ | 796,000 | \$ | 94,000 | \$ | 6,000 | (A) | \$ | 884,000 |
| Reserve for assets receivable: | transferred | under contractual |  |  | arrangements |  | d notes |  |  |  |
| Year Ended: |  |  |  |  |  |  |  |  |  |  |
| December 31, 2000 |  | \$ | 434,000 | \$ | - | \$ | - |  | \$ | 434,000 |
| December 31, 1999 |  | \$ | 371,000 | \$ | 63,000 | \$ | - |  | \$ | 434,000 |
| December 31, 1998 |  | \$ | 371,000 | \$ | - | \$ | - |  | \$ | 371,000 |

(A) Accounts determined to be uncollectible and charged off against reserve. </TABLE>

ANNUAL REPORT PURSUANT TO SECTION 13 or $15(\mathrm{~d})$
OF THE SECURITIES EXCHANGE ACT OF 1934
OF
COMMUNICATIONS SYSTEMS, INC.
FOR
YEAR ENDED DECEMBER 31, 2000
$\qquad$

EXHIBITS
$\qquad$

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COMMMUNICATIONS SYSTEMS, INC. AND SUBSIDIARIES
Exhibit Index To

Form 10-K for the Year Ended December 31, 2000


| Norwest Bank Minnesota, | reference. |
| :--- | :--- |
| National Association |  |
| Subsidiaries of the Registrant | Filed herewith at page 37. |
| Independent Auditors' Consent | Filed herewith at page 38. |
| Power of Attorney | Included in signatures at page 32. |

Independent Auditors' Consent
Power of Attorney
Filed herewith at page 38.
Included in signatures at page 32 .

The exhibits referred to in this Exhibit Index will be supplied to a shareholder at a charge of $\$ .25$ per page upon written request directed to CSI's Assistant Secretary at the executive offices of the Company.

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SUBSIDIARIES OF COMMUNICATIONS SYSTEMS, INC.
EXHIBIT 21

## Subsidiaries <br> ------------

Suttle Apparatus Corporation
Suttle Costa Rica, S.A.
Tel Products, Inc.
Suttle Caribe, Inc.
Austin Taylor Communications, Ltd.
Automatic Tool \& Connector Company, Inc.
JDL Technologies, Inc.
Transition Networks, Inc.
LANart Corporation
Jurisdiction of Incorporation
Illinois
Costa Rica
Minnesota
Minnesota
United Kingdom
New Jersey
Minnesota
Minnesota
Massachusetts

All such subsidiaries are $100 \%$-owned directly by Communications Systems, Inc. The financial statements of all such subsidiaries are included in the consolidated financial statements of Communications Systems, Inc.

EXHIBIT 23
INDEPENDENT AUDITORS' CONSENT
We consent to the incorporation by reference in Registration Statement Nos. 33-28486, $33-39862,33-39864,33-60930,33-83662,33-99564,33-99566$ and 333-92063 of Communications Systems, Inc. of our report dated March 2, 2001 on the consolidated financial statements and schedule of Communications Systems, Inc. and subsidiaries appearing in this Annual Report on Form $10-\mathrm{K}$ of Communications Systems, Inc. for the year ended December 31, 2000.
/s/ Deloitte \& Touche LLP

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Deloitte \& Touche LLP
March 29, 2001
Minneapolis, Minnesota

