

2024 ANNUAL REPORT

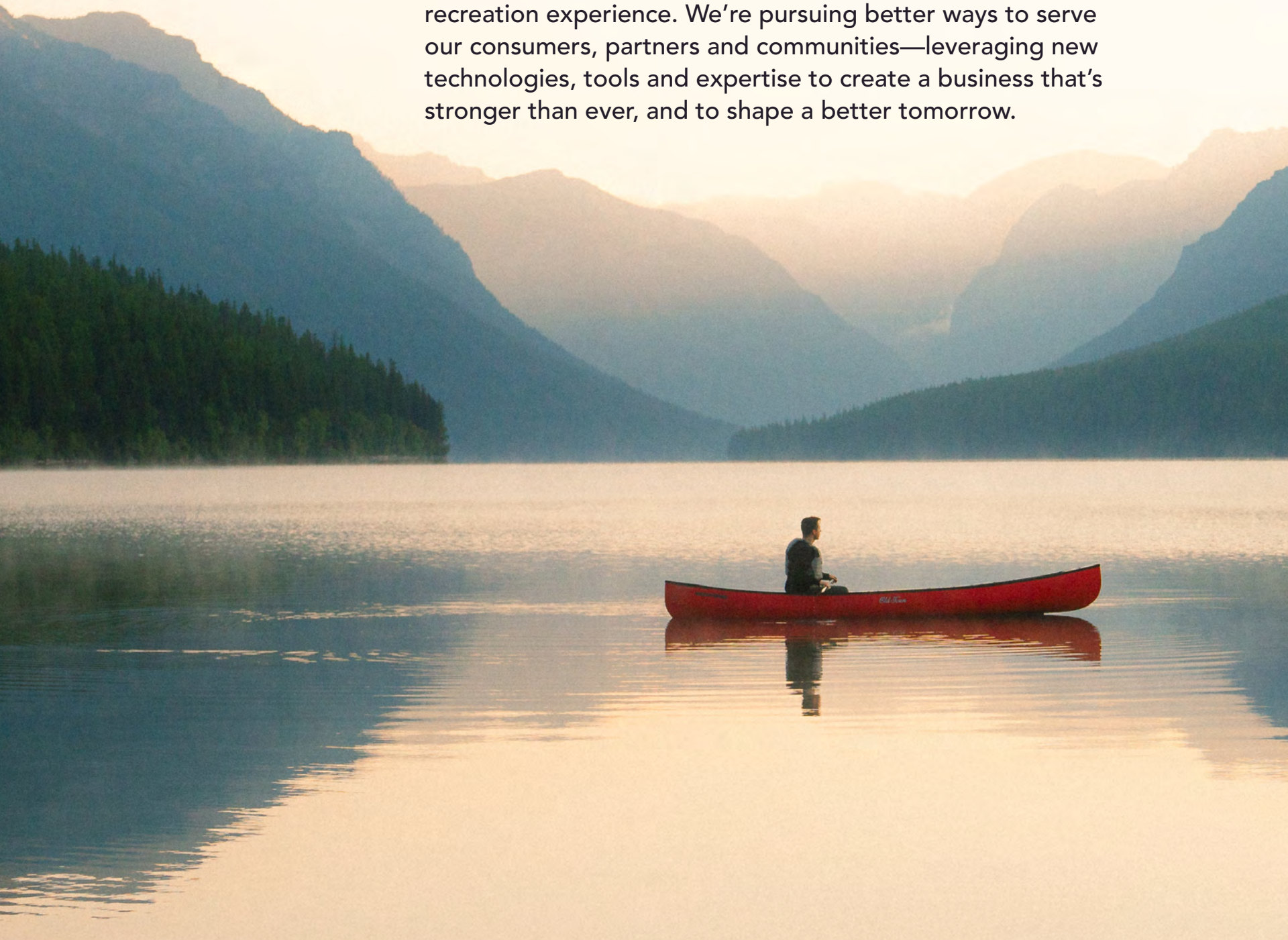
SHAPING TOMORROW'S ADVENTURES

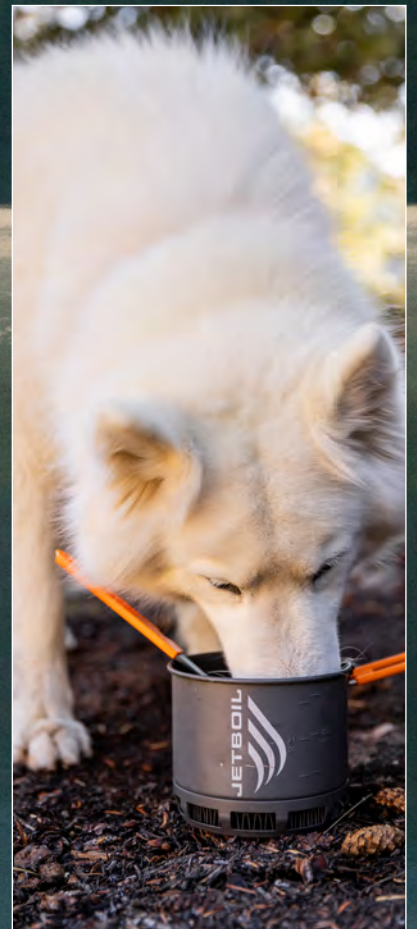


EMBRACE **CHANGE**

TO ENHANCE THE EXPERIENCE

Adventurers trust Johnson Outdoors to combine our rich heritage with focused innovation for the best possible outdoor recreation experience. We're pursuing better ways to serve our consumers, partners and communities—leveraging new technologies, tools and expertise to create a business that's stronger than ever, and to shape a better tomorrow.





Company SNAPSHOT

Johnson Outdoors is a leading global innovator of outdoor recreation equipment and technologies, with a portfolio of winning, consumer-preferred brands.



Fishing

Trolling motors
Fish finders
Downriggers
Shallow water anchors
Digital charts & maps



Diving

Regulators
Buoyancy compensators
Dive computers
Masks/fins/snorkels
Divewear



\$592.8 M

NET SALES

15

PRODUCT
CATEGORIES

1,200

EMPLOYEES

18

FACILITIES
WORLDWIDE

80

COUNTRIES



Camping

Personal & family
cooking systems



Watercraft

Kayaks & canoes

Fishing craft

Personal flotation devices

Paddles & accessories





STRENGTH FOR THE FUTURE

IN A TOUGH MARKETPLACE, WE'RE EMBRACING CHANGE TO
ACCELERATE GROWTH AND EMERGE STRONGER THAN EVER

Challenging marketplace conditions and competitive pressures resulted in lower sales and an operating loss for our 2024 fiscal year. Total company revenue fell 11 percent from fiscal 2023 to \$592.8 million. The total company operating loss was (\$43.5 million) versus an operating profit of \$11.7 million in the prior fiscal year.

Consumer demand for outdoor recreation products across our businesses remained soft, and we're not seeing indicators that these conditions are going away anytime soon. At the same time, we believe the outdoor recreation marketplace is resilient and attractive over the long term and that our brands will be well-positioned once conditions start to even out.

In Fishing, we were pleased to see solid trade support behind the Minn Kota® QUEST™ Series, featuring powerful, efficient and stealthy brushless trolling motor technology.

In Diving, we leveraged innovative marketing campaigns and introduced gear in standout colors to connect younger divers with the world-renowned SCUBAPRO® brand.

In Camping, we continued our focus on award-winning Jetboil® personal cooking systems. Fresh marketing campaigns built on unique partnerships to create new opportunities.

In Watercraft, our revolutionary power-assisted pedal drive, the Old Town® ePDL+™, continued to garner awards.

In short, we have strong brands that lead in their categories, we believe in the potential of these categories, and we're pursuing opportunities to accelerate growth now and into the future.

LEANING IN TO STRATEGIC PRIORITIES

This year we evaluated all aspects of the business to improve our financial results,

strategically redeploying resources to enable growth. We aggressively leaned in to our critical strategic priorities—innovation, our go-to-market strategy, and operational efficiencies.

Innovation helps brands stand out. In this highly competitive outdoor recreation marketplace, our focus on strong innovation cannot be more critical. We're taking our approach to the next level by investing in key talent and technologies and strengthening our consumer-centric innovation approach. Our focus remains on delivering the best outdoor experiences possible across all of our categories.

Digital presence meets consumers where they are. The ever-evolving digital landscape requires us to do things differently to engage and stay in front of consumers. Our online presence provides touchpoints for consumers at every phase—product research, purchase, and post-purchase support. We're

restructuring the way we go to market to enhance our capabilities, and we're confident this will accelerate sales and profitability.

Operational efficiency presents

opportunities. Improving profitability and strengthening our business operations continue to be important focus areas. We worked hard to drive operational cost savings and redeployed resources against our strategic priorities. The savings efforts were masked by this year's results, however, and we recognize there is more work to do.

HIGHLIGHTING SUSTAINABILITY

Since our founding in 1970, Johnson Outdoors has encouraged a sense of awe for the great outdoors and worked to inspire the preservation of our shared wild spaces. We consider it our responsibility to leave the world a better place and to accelerate our environmental efforts,

which build on three pillars: sustainable operations, sustainable products and sustainable communities.

This year we highlighted our efforts and results in our first "Sustainability in Action" overview, available on our website. And we're pleased to note that the U.S. Chamber of Commerce selected the Clean Earth Challenge—a collaboration with the National Wildlife Federation—as a Best Community Improvement Program finalist. You can read more about our sustainability initiatives on page 9.

SHAPING TOMORROW'S ADVENTURES

Fiscal 2024 was tough, but we've been through tough times before. We're committed to working hard to improve our financial performance while also investing in the strategic priorities that will position our brands for long-term growth.

It all starts with our people, our greatest asset. We continue to seek to be an engaging, inclusive workplace of choice. And we aim to create a future that benefits all stakeholders—from our people, customers, consumers and investors to the entire planet. We're confident in our ability to make that happen, and we invite you to join us in the adventure.



Helen P. Johnson-Leipold
Chairman & Chief Executive Officer

SUSTAINABILITY

CHOOSE ACTION





Our brands **connect people with the outdoors**, inspiring adventurers to pursue their passions while ensuring the natural spaces we treasure remain vibrant and accessible for generations to come.

Helen P. Johnson-Leipold
Chairman & Chief Executive Officer



TRANSFORMING PASSION INTO STEWARDSHIP

JOHNSON OUTDOORS ENCOURAGES A SENSE OF AWE FOR THE GREAT OUTDOORS AND INSPIRES PRESERVATION OF OUR SHARED WILD SPACES. We continue to accelerate our environmental efforts, focusing on sustainable operations, products and packaging, and communities. To ensure progress, we've established a sustainability subcommittee that meets quarterly and reports to the Enterprise Risk Management Committee, and ultimately to our board of directors.

This year we highlighted our efforts and results in our first "Sustainability in Action" overview, available on our website. And our commitment earned external recognition. Newsweek named us one of the Most Trustworthy Companies in America for the third consecutive year. The U.S. Chamber of Commerce selected the Clean Earth Challenge—a collaboration with the National Wildlife Federation—as a Best Community Improvement Program finalist.

Our teams have reduced waste, saved energy and enhanced our communities, building on three pillars to continue the Johnson Outdoors legacy of stewardship.

OUR SUSTAINABILITY FOCUS AREAS

SUSTAINABLE OPERATIONS

- Maximize recycling and minimize operational waste.
- Enhance energy efficiency and increase use of renewable electricity.

SUSTAINABLE PRODUCTS & PACKAGING

- Expand recyclable materials in packaging.
- Design products emphasizing quality and durability.

SUSTAINABLE COMMUNITIES

- Collaborate with individuals and groups on the Clean Earth Challenge through our brands and the National Wildlife Federation.
- Empower employees and customers to drive environmental improvements.



PARTNERING FOR POWERFUL IMPACT

As a family of brands, we're committed to protecting our cherished outdoor spaces. We recognize that this requires collective action; just as we share the waters and the trails, we share the responsibility to conserve, protect and restore nature. Here's a look at current partnerships.



HABITAT RESTORATION.

The Minn Kota® and Humminbird® habitat restoration program with the Major League Fishing Fisheries Management Division focuses on enhancing aquatic ecosystems. The program has mobilized hundreds of volunteers to restore critical habitats, support fish population growth and promote sustainable recreational and commercial fishing.



CLEAN EARTH CHALLENGE.

Johnson Outdoors and the National Wildlife Federation launched the Clean Earth Challenge in 2022 to strengthen natural resources through high-impact cleanup events. Volunteers come from our brands as well as the community at large. Nearly 90% of our global locations have participated. And by September 2024, participants removed 8.7 million pieces of trash – 700% above our original goal. Learn more at www.cleanearthchallenge.com.



EMPLOYEE SUSTAINABILITY

CHALLENGE. In 2024 we encouraged Johnson Outdoors employees to execute on sustainable improvement ideas and submit their success stories. We received submissions from individuals and departments across the organization and will share details of winning initiatives in the months ahead.



CORAL REEF RESTORATION.

Since 2018, SCUBAPRO® has supported MOTE Marine Laboratory & Aquarium's ocean conservation efforts by donating critical equipment and offsetting operational expenses. The coral reef restoration program offers divers hands-on experience, educates them on science-based restoration, and enables coral fragment growth at 50x natural rates.





BUILD ON THE BEST



FISHING



90 YEARS ON THE WATER

Our electric trolling motor launched a new era in fishing 90 years ago. Minn Kota continues to push fishing technology, advancing functionality, durability and precision to deliver a better experience.



1934

How it all started, first electric gear-driven motor

1964

First flexible gear-driven electric trolling motor

1968

First foot-operated electric-steer remote control



1991

First indestructible, fiberglass composite trolling motor shaft

1992

First completely weedless propeller [Weedless Wedge™]



2002

First wireless remote that allows trolling motor control from fishing rod, wrist or belt [CoPilot™]



1934

1935

First flexible cable-driven electric trolling motor

1965

First electric motor with forward and reverse



1986

First built-in battery-saving, full variable speed control trolling motor

1991

First microprocessor-controlled, self-steering trolling motor [AutoPilot]



1995

First all-direction, impact-absorbing breakaway mounting system [Bowguard 360°]



2003

First auto stow and deploy [Genesis]

MINN KOTA® IS FISHING

STARTING WITH OUR 1934 INTRODUCTION OF THE FIRST GEAR-DRIVEN ELECTRIC TROLLING MOTOR, MINN KOTA HAS CONTINUALLY REVOLUTIONIZED FISHING. Our latest innovation, the Ultrex™ QUEST™, boasts 30% longer runtime on a single charge and up to 50% greater torque than a brushed motor. Robust and powerful, the Ultrex QUEST helps anglers get out earlier, stay out later and fish in places others can't.

"The Minn Kota Ultrex QUEST has been invaluable this year competing in the Elite Series," says professional bass angler Chad Pipkens. "Being able to keep my trolling motor on 80-90% during 15+ hour practice days while covering water...Being able to Spot-Lock® in 3+ foot waves and not having to worry about drifting...[These] are small details we take for granted, but I could not fish without."



SHAPING THE FUTURE OF FISHING

For more than 13 years, Johnson Outdoors has enthusiastically supported growth in college and high school competitive fishing. Today collegiate events typically draw up to 250 boats from around the country, and high school events up to 300—and we're right there for those young anglers. Our Minn Kota and Humminbird® teams participate in seminars on locating fish, pass out apparel, and offer discounts and awards to equip the next generation for success.

◀ **Ultrex™ QUEST™** features a brushless design that stands up to the most challenging conditions.

2005

First cable steer trolling motor (Maxxum)



2009

Fortrex, industry's first mono-arm scissors bracket



2011

First auto-deployment/retract electro-mechanical shallow water anchor



2015

First auto stow/deploy bow mount with integrated GPS navigation (Ulterra)

2020

First shallow water anchor with adaptable intelligent automated settings (Raptor)



2007

First trolling motor with integrated dual-beam sonar transducer and temperature sensor (Universal Sonar)



2010

First wireless, remote-control GPS-based navigation system (i-Pilot)

2014

First wireless GPS that communicates with Fish Finder/i-Pilot link



2017

ULTREX was the first trolling motor to merge cable-steer precision with GPS and spot-lock capabilities

2023

QUEST brushless is a leap forward in silent, powerful, and efficient trolling performance



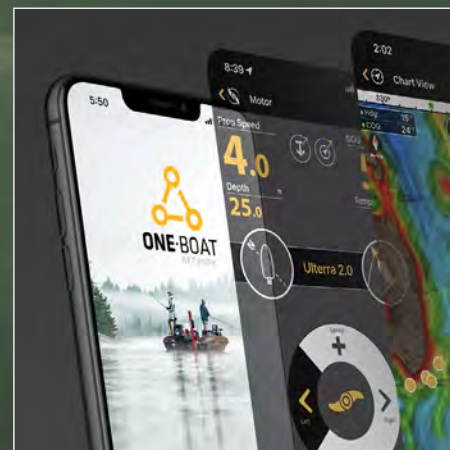
2024



ONE-BOAT
NETWORK®

Apex® Series Chartplotters offer the clearest sonar and mapping on the sharpest display, with touchscreen or keypad control and exceptional readability, even in full sun.

MEGA 360 Imaging® sweeps up to 125' in every direction for a view of the water that's constantly updating, putting the boat at the center and the angler on top.



HUMMINBIRD® MAKES IT CLEAR

ANGLERS CAN FOCUS WHERE THE FISH ARE WITH CRYSTAL-CLEAR SONAR AND PRECISE CHARTING FROM HUMMINBIRD. We unlock even more capabilities with the One-Boat Network®—teaming up with Minn Kota® for products that innovate, integrate and communicate. Our networked technology can navigate a boat automatically, anchor and reposition effortlessly, and offer anglers greater control from anywhere in the boat. The result: more time for casting and better odds for catching.



SECOND OWNERS TOURNAMENT A SUCCESS

Despite 20 mph winds and torrential downpours, angler David Mullis and his dog Scout were on Tennessee's Pickwick Lake early on the last day of the Second Annual Minn Kota® and Humminbird® Owners Tournament. By 6 a.m., Mullis had pulled in what turned out to be the \$50,000 prize winner, a 7.12 pound largemouth bass.

"I knew it was a money fish, but I had no idea it was even a bass at first; my dog was barking and I was shaking," Mullis said. "It was definitely one of those forever memorable moments."

The tournament, held at Pickwick Landing State Park May 30 to June 1, 2024, attracted over 700 anglers from 26 states and Canada, with over \$180,000 in cash and prizes. Mullis chose his spot after studying Humminbird Lakemaster® maps and won using the Minn Kota Terrova® trolling motor with Spot-Lock®.



VANDAM VICTORY LAP SWEEPSTAKES IS A WINNER

Professional bass angler Kevin VanDam wrapped up his 34-year career in 2024 by giving away his boat. The VanDam Victory Lap Sweepstakes, offered by Humminbird and Minn Kota and supported by Bass Pro Shops, Nitro Boats, Lew's, and Strike King, featured the boat KVD used throughout his last season on the Major League Fishing Bass Pro Tour. Derek D. of Alabama was the lucky winner, receiving a piece of bass fishing history fully rigged with the latest Minn Kota and Humminbird technology. The sweepstakes drew 83,458 entries from across the U.S. and Canada.

A scenic photograph of two people kayaking on a calm river. The kayaker in the foreground is in a dark blue kayak, wearing a light blue shirt and a cap, holding a fishing rod and a net. The kayaker in the background is in an orange kayak, wearing a blue cap. The river is surrounded by a dense green forest, and the sky is filled with soft, white clouds. The water reflects the surrounding greenery and the sky.

Old Town[®]

DECLARE YOUR
INDEPENDENCE

WATERCRAFT



Old Town®



▲ **The Sportsman Fire Tiger AutoPilot** integrates Minn Kota® Spot-Lock® technology and the i-Pilot remote. In the bold colors of the legendary lure, it's a standout choice for avid anglers.

The Caper kayak features a fast, stable hull design that excels in ocean swells yet tracks well on flat water. Our limited-edition Old Glory Package adds patriotic flair. ▼



OLD TOWN® SHOWS ITS COLORS

CRAFTSMANSHIP HAS BEEN OLD TOWN'S HALLMARK FOR MORE THAN A CENTURY, WITH CONTINUING INNOVATION IN CANOES AND KAYAKS. This year we took our vibrant heritage to new heights with two limited-edition, custom-color watercraft.

The Old Town Ocean Kayak Caper Old Glory Package includes an easy-to-manuever kayak in spirited red, white and blue, plus life jacket and paddle. And the Old Town Sportsman Fire Tiger AutoPilot features the same chartreuse and orange colorway as the iconic fishing lure.

Sportsman owners can also color-match their kayak crates thanks to our collaboration with YakAttack. Exclusive Old Town Sportsman BlackPak Pro crates come in ember, steel blue and marsh, with four rod holders and space for up to five 3700 series tackle boxes.



The YakAttack BlackPak Pro 13"x16" crate features the Old Town logo, color-matches Old Town Sportsman kayaks and fits securely in the tankwell of all Sportsman models.

WINNING ATTENTION AND AWARDS

The patented Old Town Sportsman BigWater ePDL+™ 132 power-assisted pedal drive continued to capture enthusiastic reviews this year from the likes of Sports Illustrated and Men's Journal. Awards ranged across our watercraft line, including:

- **Field & Stream**, Best Kayaks for Beginners of 2024, Best Overall: Old Town Heron 9XT
- **Wired2fish**, Best Pedal Kayaks of 2024, Best Hybrid Pedal Drive Kayak: Old Town Sportsman BigWater ePDL + 132
- **Gear Junkie**, Best Overall Kayak: Old Town Loon 120; Best Budget Kayak: Old Town Ocean Kayak Malibu 9.5; Best Fishing Kayak: Old Town Sportsman BigWater ePDL + 132

FIELD
STREAM



FUEL SOMETHING GREATER



CAMPING





JETBOIL® SPARKS CONNECTIONS

THIS YEAR'S "FUEL SOMETHING GREATER" ADVERTISING CAMPAIGN SHOWED HOW JETBOIL SHAPES ADVENTURES FOR CAMPERS, HIKERS AND BACKPACKERS. Our 220,000 Instagram and 69,000 Facebook followers joined in with stories of using Jetboil outdoor cooking systems to savor the possibilities—and see the world open up.

One especially compelling story came from the adventure duo known as Bound For Nowhere. In a first-of-its-kind partnership, Jetboil sponsored the couple's short film, "Press On: A High Sierra Trail Story," then worked with them to design a limited-edition Bound For Nowhere Flash Cooking System—inspiring even more epic adventures.



The Jetboil Flash [left, top] boils water lightning-quick, making it the fastest Jetboil ever. Know that the water's ready with the thermochromatic color-change heat indicator.

The Jetboil Stash [left, bottom], at just 7.1 oz, is our lightest and most compact stove—keeping adventurers eating well without weighing them down.

The Jetboil HalfGen [below] is the world's first modular, expandable basecamp cooking system, suitable for standalone use or daisy-chained with other JetLink-compatible stoves.



PRODUCTS IGNITE ACCOLADES

Awards for Jetboil this year came from around the world.

- **Forbes Vetted**, 2024 Best Products Award, Best Single-Burner Camp Stove: Jetboil HalfGen
- **National Geographic**, The Best Camping Gear, Our Favorite Camping Stove: Jetboil Flash
- **The Great Outdoors (UK)**, The Best Camping Stoves for 2024: Jetboil Stash





DIVING

SEIZE YOUR MOMENT





SCUBAPRO® INSPIRES EXPLORERS

OUR PASSION IS TO CONNECT DIVERS WITH THE GEAR, THE EXPERTISE AND THE COMMUNITY TO ELEVATE THEIR EXPERIENCE. This year’s “Seize Your Moment” advertising campaign engaged younger divers to further both their passion for diving and their trust in SCUBAPRO. Our 349,000 Instagram, 200,000 Facebook and 14,000-plus YouTube followers connected with stunning visuals as well as details on our technology and products.

A supporting “Dive Into Color” campaign emphasized the ability to customize SCUBAPRO gear in popular colors. With a sweepstakes that garnered thousands of online interactions, this campaign demonstrated SCUBAPRO’s can’t-miss role in shaping diving adventures.



DIVE INTO COLOR





PERFORMANCE & LEADERSHIP



LEAD INTO
TOMORROW

FOCUSING

ON BUILDING A STRONG FOUNDATION

Marketplace and competitive challenges resulted in lower sales and an operating loss for our 2024 fiscal year. Total company revenue fell 11 percent to \$592.8 million versus fiscal 2023 revenue of \$663.8 million.

- FISHING revenue decreased 8 percent due to market and competitive dynamics.
- DIVING sales were down 13 percent, driven by softening global demand.

- CAMPING revenue decreased 17 percent due to declines in demand and from revenue of Military and Commercial Tents, which were previously divested.

- WATERCRAFT sales were down 29 percent as demand decreased.

Total company operating loss was (\$43.5 million) in fiscal 2024, versus operating profit of \$11.7 million in the prior fiscal year. Gross margin decreased

to 33.9 percent from 36.8 percent. Cost savings initiatives were more than offset by unfavorable absorption of fixed overhead costs driven by lower sales volumes and a shift toward lower-margin products.

Operating expenses increased from the prior year by \$12.2 million due primarily to a non-cash goodwill impairment charge of \$11.2 million, increased bad debt reserves of \$2.5 million, and increased severance costs of \$1.5 million. These increases were partially

FY2024 HIGHLIGHTS

- A DEBT-FREE BALANCE SHEET gives us a strong competitive advantage, enabling us to invest in mission-critical strategic priorities.
- IMPROVING INVENTORY MANAGEMENT brought our September 2024 balance to \$209.8 million, down about \$51.7 million from last year's fourth quarter, enabling us to generate positive cash flow from operations.
- SHAREHOLDER DIVIDENDS CONTINUE, and we remain confident in our ability and plans to create long-term value.

offset by lower incentive compensation and professional services expenses.

Loss before income taxes was (\$29.9 million) in fiscal 2024, compared to profit of \$25.8 million in fiscal 2023. Other income decreased slightly from \$9.7 million in the prior year to \$9.0 million in the current year.

Net loss for the fiscal year fell to (\$26.5 million), or (\$2.60) per diluted share, versus net income of \$19.5 million, or

\$1.90 per diluted share, in fiscal 2023. The effective tax rate was 11.1 percent compared to the previous fiscal year's rate of 24.4 percent.

Throughout 2024, we focused resources on our strategic priorities and worked hard to drive operational cost savings. Looking forward, we will continue to strategically manage our cost structure while protecting investments to strengthen the business.



Helen P. Johnson-Leipold
Chairman & Chief Executive Officer



David W. Johnson
Vice President & Chief Financial Officer

OPERATING RESULTS*

	2022	2023	2024
Net sales	\$ 743,355	\$ 663,844	\$ 592,846
Gross profit	271,332	244,087	200,980
Operating profit	66,310	11,740	(43,522)
Net income	44,491	19,534	(26,533)
Diluted earnings per common share	\$4.37	\$1.90	\$(2.60)
Diluted average common shares outstanding	10,151	10,195	10,221

CAPITALIZATION

	2023	2023	2024
Total debt	—	—	—
Shareholders' equity	488,014	499,737	463,424
Total debt to total capital	0%	0%	0%

* \$ Thousands, except per-share amount

BUSINESS PERFORMANCE

FY2024

Fishing



\$452.3 M
FY2024 NET SALES

In Fishing, due to a tough marine market and competitive dynamics, revenue decreased 8 percent.

As industry leaders, we focus on innovation that sets us apart. This year Minn Kota® celebrated its 90th anniversary with continued recognition for the QUEST™ Series, featuring powerful, efficient and stealthy brushless trolling motor technology. Ongoing improvements unlocked further capabilities through the One-Boat Network®—teaming Humminbird® and Minn Kota products that innovate, integrate and communicate. And we strengthened connections with consumers through the Second Annual Minn Kota and Humminbird Owners Tournament, which drew more than 700 anglers from 26 states and Canada, with over \$180,000 in cash and prizes.

Diving



\$73.6 M
FY2024 NET SALES

Diving sales were down 13 percent, driven by softening market demand across all geographic regions.

With more than 60 years as the world's most trusted dive brand, SCUBAPRO® invites longtime adventurers as well as the next generation of divers to explore the wonders of the waters below. This year's "Seize Your Moment" campaign engaged younger divers to further both their passion for diving and their trust in SCUBAPRO. A supporting "Dive Into Color" campaign emphasized the ability to customize SCUBAPRO blades, fins, masks, snorkels and more in vibrant, eye-catching colors.

OUTSTANDING BRANDS

Minn Kota® | Fishing Motors
 Minn Kota® | Shallow Water Anchors
 Humminbird® | Fish Finders
 Humminbird® | Digital Maps
 Cannon® | Downriggers

Jetboil® | Personal Cooking Systems
 Old Town® | Canoes & Kayaks
 Old Town® | Fishing Craft
 SCUBAPRO® | Diving Gear
 SCUBAPRO® | Regulators & Computers

Camping



\$37.8 M

FY2024 NET SALES

Camping revenue decreased 17 percent due to decline in market demand as well as the prior year's sale of the Military and Commercial Tents product lines.

We continued our focus on award-winning Jetboil® personal cooking systems, including the Jetboil Flash, Jetboil Stash and Jetboil Half Gen. Their lightning-quick boil times and light weight inspire campers, hikers and backpackers at all levels, as seen in this year's "Fuel Something Greater" campaign. Jetboil created new opportunities with a first-of-its kind partnership with the adventure duo known as Bound For Nowhere, sponsoring their short film and working with the couple to design a limited-edition Flash cooking system.

Watercraft



\$28.8 M

FY2024 NET SALES

Watercraft sales were down 29 percent due to decreased demand in the watercraft market.

The revolutionary Old Town® Sportsman BigWater ePDL+™ 132 e-pedal fishing kayak continued to capture enthusiastic reviews and awards. Like all kayaks in the Sportsman line, the BigWater ePDL offers plenty of comfort and customizable features. This year Old Town also offered two limited-edition, custom-color watercraft—the Old Town Ocean Kayak Capar Old Glory Package in red, white and blue, and the Old Town Sportsman Fire Tiger AutoPilot in the same chartreuse and orange colorway as the iconic fishing lure. Sportsman owners can also color-match their kayak crates thanks to our collaboration with YakAttack.

LEADERSHIP

OUR EXECUTIVE TEAM GIVES US AN EDGE
WITH THEIR EXPERIENCE AND CAPABILITIES



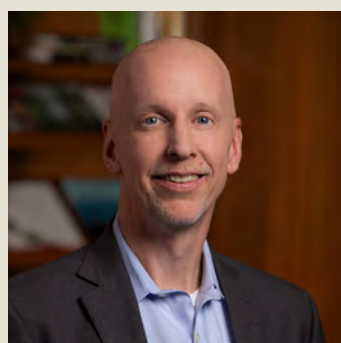
EXECUTIVE TEAM



Helen P. Johnson-Leipold
Chairman & CEO



David W. Johnson
Vice President & CFO



Scott Heise
Chief Technology Officer



Khalaf M. Khalaf
*Chief Legal Officer &
Corporate Secretary*



Patricia Penman
*Chief Marketing Services
& Global Communications
Officer*



Joe Stella
*Group Vice President,
Global Diving*



Terry Troutman
*Chief Supply Chain/
Operations Officer*



Sara Vidian
*Chief Human Resources
Officer*



Ravi Voruganti
*Chief Engineering/R&D
Officer*



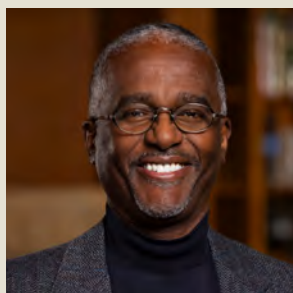
Graham Webb
*Vice President,
Camping & Watercraft*

GOVERNANCE

OUR BOARD OF DIRECTORS OFFERS VITAL BUSINESS ACUMEN AND EXPERIENCE



Helen P. Johnson-Leipold, Johnson Outdoors chairman and CEO, leads with skills in strategic planning, global operations, strategic marketing and branding, drawing on deep knowledge of the company and its industry. She served as a marketing executive with S.C. Johnson and Foote, Cone & Belding. Ms. Johnson-Leipold is chairman and director of Johnson Bank and Johnson Financial Group, Inc.; director of S.C. Johnson; and chairman, The Johnson Foundation at Wingspread.



Paul Alexander, chief marketing officer for the Boston University Questrom School of Business, is knowledgeable in global branding, marketing and communications. He previously served as chief marketing and communications officer for Eastern Bank; executive vice president and chief communications officer for Liberty Mutual Insurance; vice president of global advertising and design for the Campbell Soup Company; and in advertising and brand management at Procter and Gamble. Mr. Alexander serves as treasurer for the Association of National Advertisers (ANA). He currently chairs the board of directors of The Partnership, Inc.



Katherine Button Bell served as Emerson Electric Co.'s first chief marketing officer from 1999 to her December 2022 retirement. She was also a senior vice president and member of Emerson's Office of the Chief Executive. Ms. Button Bell served on the Business Marketing Association board from 2010 to 2017, and in 2018 was inducted into the ANA B2B Hall of Fame. She has also served as director and member of the Compensation Committee of Sally Beauty Holdings, held senior marketing positions at Converse Inc. and Wilson Sporting Goods, and was president of Button Brand Development. Ms. Button Bell brings expertise in global marketing, digital strategy and market research, as well as outdoor industry experience.



John M. Fahey, Jr., non-executive chairman of the board of directors of Time, Inc., from June 28, 2017 to April 2018, and retired chairman and CEO of the National Geographic Society, is knowledgeable in key Johnson Outdoors markets and outdoor leisure, travel and recreational industries. He brings skills in leadership, strategic planning, international business and enterprise risk management. Mr. Fahey is also a director of Lindblad Expeditions Holdings and a regent of the Smithsonian Institution.



Edward F. Lang, senior vice president and CFO of the NFL's New Orleans Saints and the NBA's New Orleans Pelicans, provides insight in leisure industries and consumer products as well as broad experience in corporate finance, operations and enterprise risk management. He previously served with the NHL's Nashville Predators for 13 years, most recently as president of business operations and alternate governor.



Richard "Casey" Sheahan, former CEO of Simms Fishing Products LLC, brings proven knowledge, expertise and leadership in management, marketing and sustainable business practices in the outdoor industry. Former president of Keen Footwear and former president and CEO of Patagonia, Inc. and Lost Arrow Corporation, Mr. Sheahan also held senior leadership and marketing positions at Kelty, Inc., Wolverine Worldwide, Inc., Merrell Outdoor Division and Nike, Inc. A lifelong outdoor enthusiast, Mr. Sheahan has served on the board of the Outdoor Industry Association.



Edward Stevens, founder and CEO of Scoot, Inc. (formerly Preciate, Inc.), an enterprise virtual communication platform, and past strategic board advisor and previous CEO for KIBO Software, Inc., brings extensive experience in digital strategy, ecommerce, and omni-channel distribution, along with his international business strategy skills. Prior to his role at KIBO Software, Inc., he was founder and CEO of Shopatron. He is also chairman of the board for Demand Q, a software-based peak demand energy solution, and a board member of Cellucomp, a sustainable materials and manufacturing company.



Jeffrey M. Stutz, chief financial officer at MillerKnoll, Inc., was a key architect of the transformative merger of Herman Miller with Knoll Furniture. He joined the company in 2001 as manager of financial reporting and later served in a variety of finance leadership roles, including vice president of investor relations, treasurer and chief accounting officer. Prior to joining MillerKnoll (formerly known as Herman Miller, Inc.) in 2001, he worked at Donnelly Corporation, a publicly traded automotive supplier based in Holland, Michigan, where he held roles in financial operations and corporate accounting. He brings extensive experience in finance, accounting, M&A and capital markets.



Liliann "Annie" Zipfel is executive vice president of media at Ovative, a digital media and measurement firm, where she buys and optimizes myriad media types for clients in retail, consumer goods, healthcare and non-profits. She was senior vice president and chief marketing officer at Andersen Corporation from 2018 to September 2022, responsible for enterprise brand management, all digital, web, social media, product management, customer insight and analytics, and specialty business portfolio. Ms. Zipfel's previous roles include Starbucks global vice president of category and brand for the Roastery and Reserve brands from 2015 to 2018, and marketing leadership positions at REI, Target Corporation and General Mills. She offers extensive experience in marketing, customer insights and analytics, digital strategy, retail and ecommerce, along with business strategy skills.



Certain matters discussed in this report are “forward-looking statements” intended to be covered by the safe harbor provisions for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995. Please see “Forward-Looking Statements” in the 2023 Form 10-K for a discussion of uncertainties and risks associated with these statements.

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