



Good For The Great Outdoors



— 2026 —

**INVESTOR
PRESENTATION**

COMPANY SNAPSHOT

Johnson Outdoors is a family of core brands preferred by consumers for creating the best possible outdoor experiences. Through innovative, top-quality products, we earn industry awards, customer loyalty, and above all, consumer trust.

1,300

EMPLOYEES

18

FACILITIES
WORLDWIDE

80

COUNTRIES

15

PRODUCT
CATEGORIES

\$592.4

MILLION
NET SALES

(FY2025)





FROM YESTERDAY

Johnson Outdoors was founded more than 55 years ago by **Sam Johnson**, a spirited adventurer and passionate outdoorsman. Part of the Johnson Family Enterprises:

- JOHNSON OUTDOORS
- S.C. JOHNSON
- JOHNSON FINANCIAL GROUP

➤ IPO 1987



Sam Johnson, Founder



TO TODAY

Johnson Outdoors is led by Helen Johnson-Leipold, Sam's daughter and the fifth generation of the Johnson family.

- Became Chairman and CEO in 1999
- Has 30+ years of strategic marketing and branding, global operations and strategic planning experience



Helen Johnson-Leipold, Chairman & CEO

WHO WE ARE

A photograph of a white fishing boat on the water. A person is visible on the boat, holding a fishing rod. In the background, there is a rocky island with several birds perched on it. The sky is overcast and the water is choppy.

Our Purpose

Our passion for the outdoors creates a positive impact on the lives of more people and more communities for generations to come.

Our Vision

Be known as the most innovative outdoor equipment company, trusted to make a positive difference in people's lives.



OUR VALUES

WE'RE COMMITTED TO
MAKING A POSITIVE
DIFFERENCE FOR PEOPLE
AND COMMUNITIES

- Our People are our biggest asset
- Trust and Respect
- Innovation in everything we do
- Leave the world a better place



We continue to build the capabilities to drive environmental action as a company and with our consumers. This includes:

- Assessing the natural resources we use in our operations, such as water and energy, and looking for opportunities to reduce waste, recycle materials and pursue continuous improvement
- Protecting and restoring the wild spaces we all love and providing opportunities throughout the year for our employees to provide hands-on care through trash cleanups and more

JOHNSON OUTDOORS

A TRUE VALUE OPPORTUNITY



- **Attractive consumer dynamics** in outdoor recreation products
- **Market-leading brands** with strong, consumer-focused innovation
- **Strategic initiatives** focused on driving accelerated profitable growth
- **Attractive valuation** relative to public peers
- **Strong cash flow generation** (\$56.2 million from operations in FY 2025)
- **Pristine balance sheet** (no debt, \$176.4 million cash and short-term investments)
- **Committed to paying meaningful dividend**
- **Exceptional track record** managing through cycles throughout 55-year history

MARKET-LEADING BRANDS

WITH STRONG, CONSUMER-FOCUSED INNOVATION



Fishing

\$459.2 M

FY2025 net sales

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



Diving

\$75.5 M

FY2025 net sales

Regulators
Buoyancy compensators
Dive computers
Masks/fins/snorkels
Dive gear



Camping & Watercraft

\$58.1 M

FY2025 net sales

Personal & family cooking systems
Kayaks & canoes
Fishing craft
Personal flotation devices
Paddles & accessories



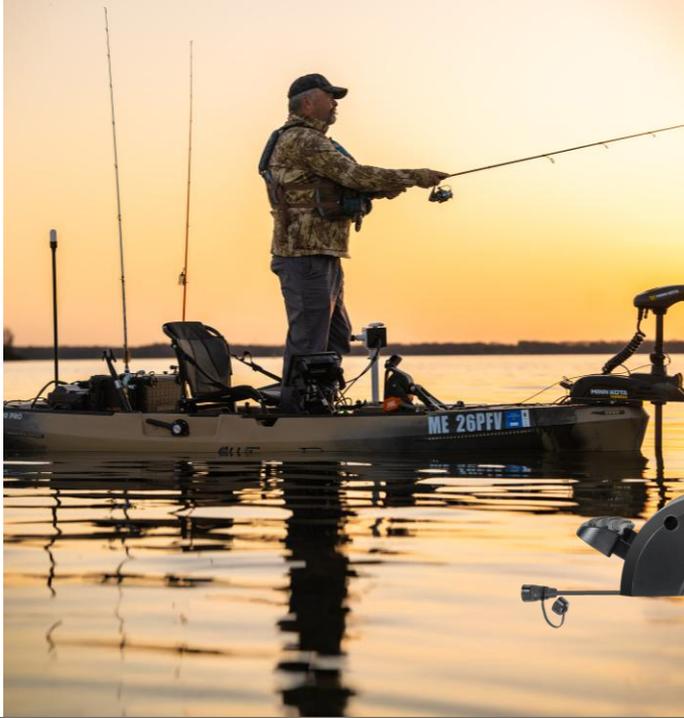
FISHING

Johnson Outdoors continues to combine consumer insights with technology innovations to delight anglers—reimagining and redefining trolling motors, underwater imaging and the ultimate experience of fishing.



FISHING

Leadership position
in trolling motors
and fish finders



The XPLORE Series took home both the Best in Category for marine electronics and the 2025 Angler's Choice award at ICAST 2025. XPLORE fish finders include advanced technology like Cross Touch control, improved waypoint management, LakeMaster® and CoastMaster™ high-definition maps, and an easy-to-use interface..

DIVING

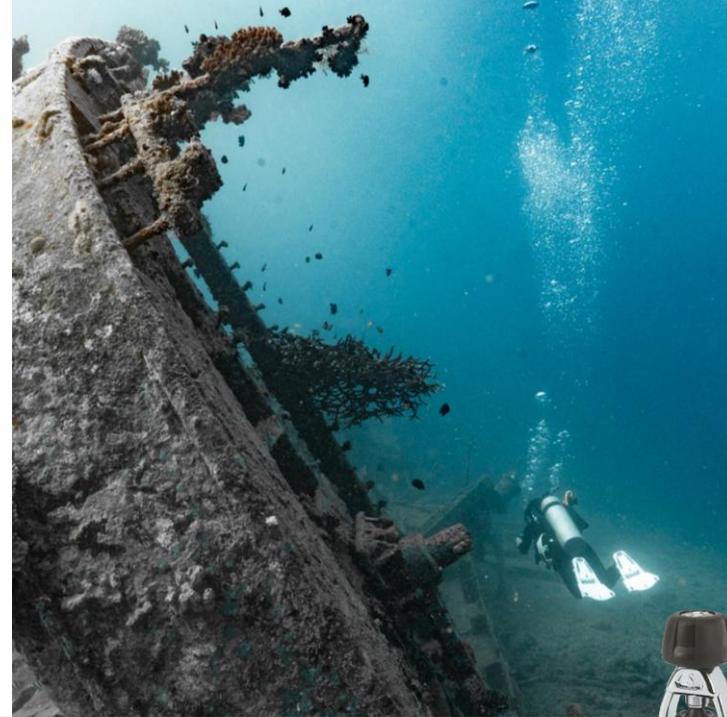
The SCUBAPRO® brand is committed to inspiring divers worldwide, with intuitive, sophisticated designs that make the most of leading-edge technologies.

SCUBAPRO demonstrates a deep understanding of what divers want down deep—the BEST.



DIVING

A leader in high quality, premium scuba diving gear



In a head-to-head evaluation of eight regulators, the SCUBAPRO MK11 EVO/C370 was named the 2025 ScubaLab Best Buy. And the Galileo 3 Ti, the latest model in our popular Galileo line of dive computers, is the ultimate diver's watch. The G3 Ti's menu design and button controls make it easy to navigate through six dive modes, a choice of algorithms, screen styles, color themes and myriad other dive management options.



CAMPING & WATERCRAFT

Building on top technology, engineering and insights, Johnson Outdoors continues to shape canoes, kayaks, and camping cookware to the needs of our consumers—and thereby shape the industry's future.



Old Town



CAMPING & WATERCRAFT

Number 1 brand
in camp cooking
systems



The Zip 0.8L is enhanced with the new Fast Boil System's three-point locking mechanism and visual lock indicator, making it easy to attach and remove the cookpot.



WATERCRAFT RECREATION

Technology that
resonates with
consumers

Old Town[®]



The Sportsman ePDL+ 120 PRO, a compact electric pedal-driven boat with enhanced interior space, features manual pedal, power-assisted pedal, and fully motorized cruise control options.

STRATEGIC INITIATIVES

FOCUSED ON DRIVING ACCELERATED PROFITABLE GROWTH



SUSTAINING INNOVATION LEADERSHIP

We're strategic about integrating the right new technologies and features, building on our consumer insights as well as our technical know-how and our own passion for adventure



ADVANCING DIGITAL LEADERSHIP

We continue to optimize our digital and ecommerce effectiveness, emphasizing both digital marketing and omnichannel access



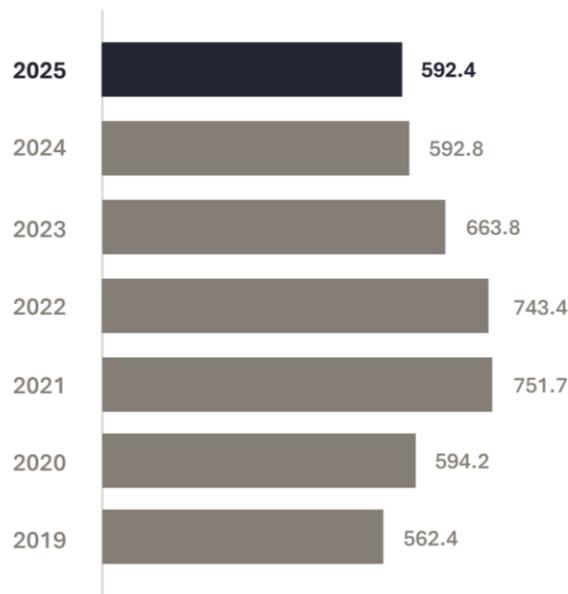
OPERATIONAL EFFICIENCY

We continue to invest in mission-critical areas to accelerate growth for the company while reducing costs and increasing efficiency where possible

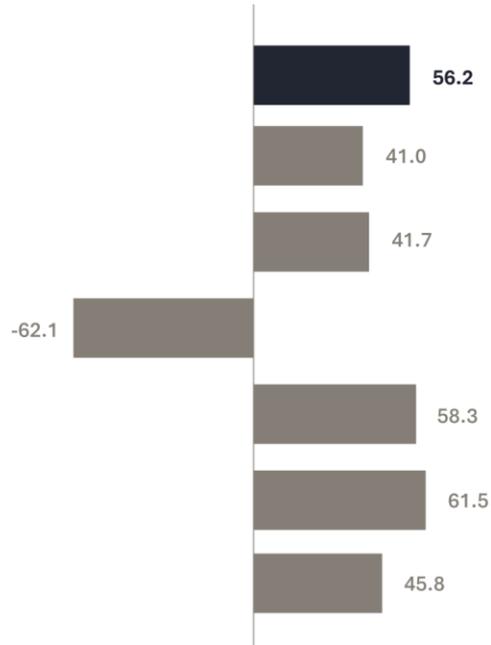
FINANCIAL PERFORMANCE



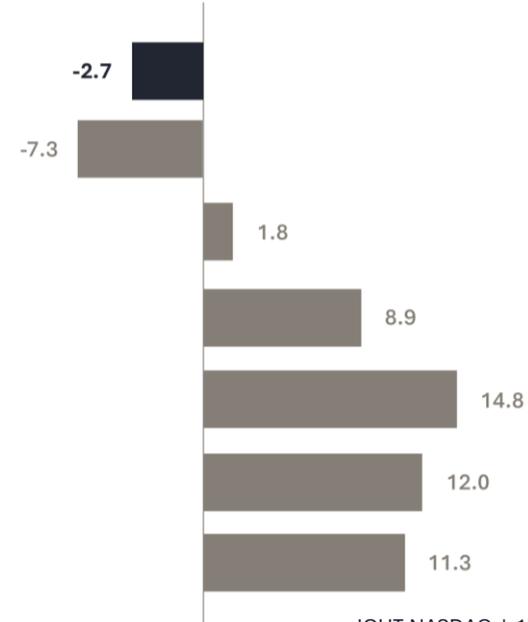
SALES (\$, M)



CASH FROM OPS (\$, M)



OPERATING MARGIN (%)

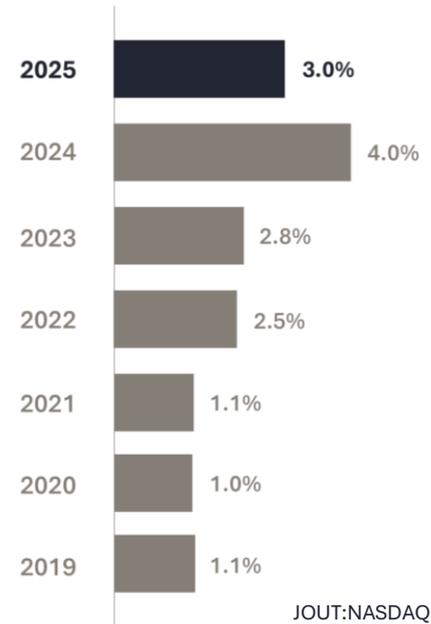


USE OF CASH



- Invest organically in the business
- Targeting enhanced technology and innovation with M&A
- Committed to a meaningful dividend each year

AVERAGE DIVIDEND YIELD



MARGIN EXPANSION STRATEGY



- Enhancing manufacturing efficiency throughout the organization's footprint
- Focused product cost reduction program to capture attractive gross margins
- Continuously identifying opportunities to reduce SG&A
- Optimizing the portfolio
- Capitalizing on consumer preferences / needs as they arise (strong investment in R&D)

Expanding Margins while investing in our mission-critical strategic priorities

FY2026 Year-to-Date
RESULTS

NET SALES

\$140.9 M

NET LOSS

(\$3.3 M)

LOSS BEFORE
INCOME TAXES

(\$1.3 M)

(AS OF 1.2.2026)

JOHNSON OUTDOORS

A TRUE VALUE OPPORTUNITY



Questions?

Contact investor@johnsonoutdoors.com.

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 2025 Form 10-K for a discussion of uncertainties and risks associated with these statements.

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JOHNSON
OUTDOORS

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