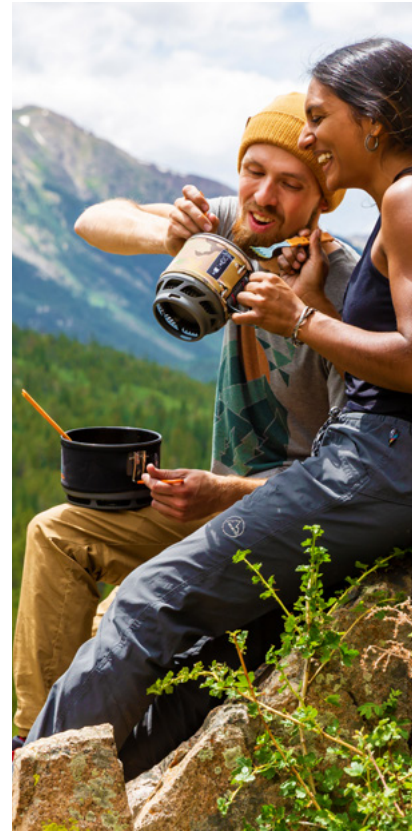


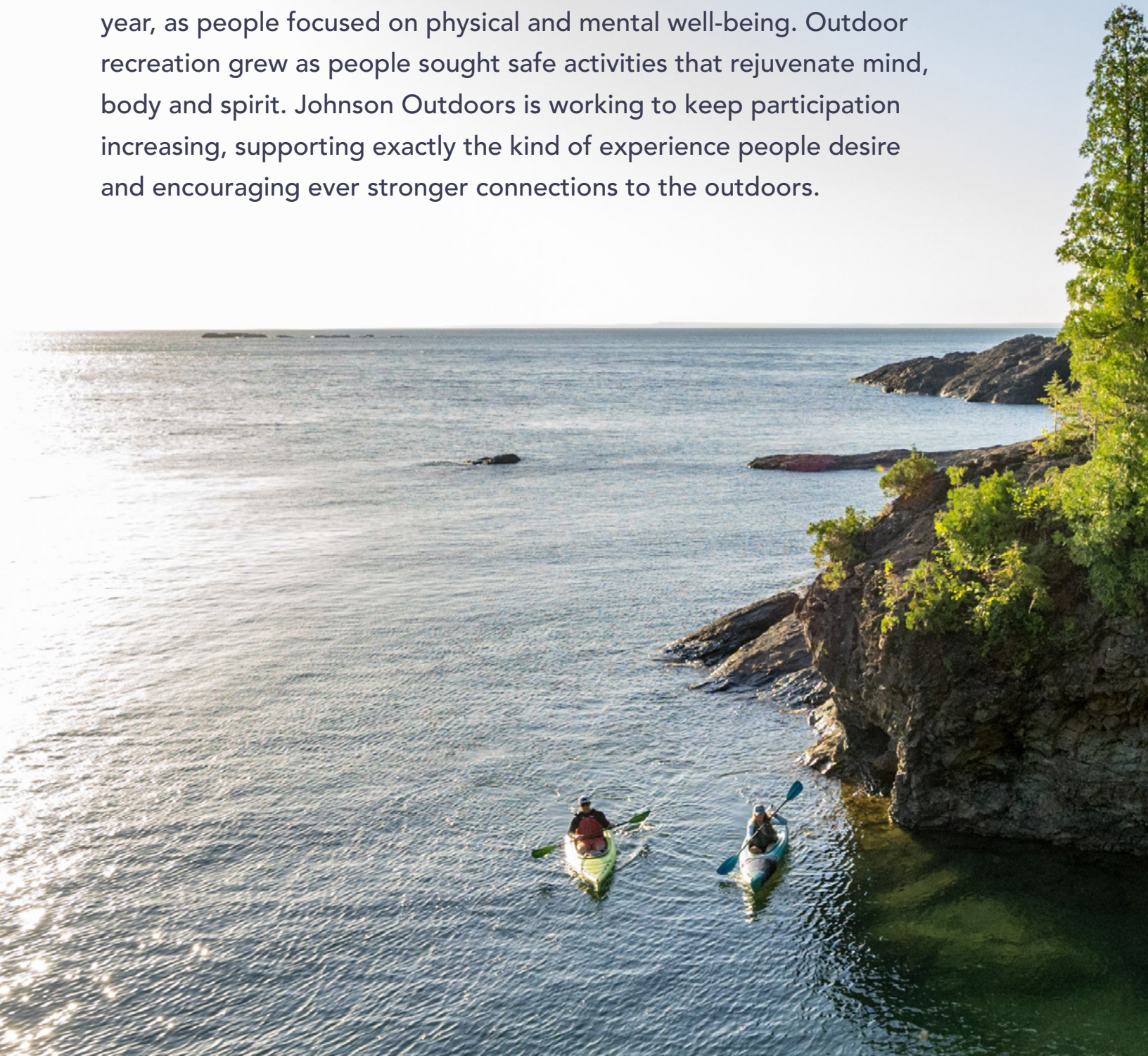
POWERED BY  
**PURPOSE**



2020 ANNUAL REPORT

# TODAY, MORE THAN EVER

OUR PURPOSE IS TO INSPIRE PEOPLE to “get out there” to experience and value the awe of the great outdoors for generations to come. That purpose took on new significance in this pandemic year, as people focused on physical and mental well-being. Outdoor recreation grew as people sought safe activities that rejuvenate mind, body and spirit. Johnson Outdoors is working to keep participation increasing, supporting exactly the kind of experience people desire and encouraging ever stronger connections to the outdoors.





# COMPANY SNAPSHOT

In an unprecedented year, our businesses demonstrated strength and resilience, serving a valuable purpose to meet growing consumer needs.



## FISHING

---

Fishing motors

Fish finders

Downriggers

Shallow water anchors

Digital charts & maps



## DIVING

---

Regulators

Buoyancy compensators

Dive computers

Masks/fins/snorkels

Divewear



JOUT-NASDAQ 2020 COMPANY SNAPSHOT (AS OF 10.2.20)

**\$594.2 M**

NET SALES

**16**

PRODUCT  
CATEGORIES

**1,200**

EMPLOYEES

**20**

FACILITIES  
WORLDWIDE

**80**

COUNTRIES



## CAMPING

---

Tents

Sleeping bags & pads

Personal & family cooking systems

Camp furniture & accessories



## WATERCRAFT

---

Kayaks & canoes

Fishing craft

Personal flotation devices

Paddles & accessories



# TAKING OUR PURPOSE INTO TOMORROW



**BUILDING A STRONG, RESILIENT BUSINESS** has always been the long-term goal of Johnson Outdoors. It was important last year, it

will be important next year—and it was certainly important this year.

The 2020 fiscal year was like no other in our history. We started with a strong first quarter, but our momentum was abruptly halted by the onset of the COVID-19 pandemic. The initial stay-at-home mandates significantly affected our second and third quarters, during the heart of our primary selling season. As the third quarter began, we had suspended operations at many locations.

When the stay-at-home mandates eased, we saw participation grow in Fishing, Camping and Watercraft Recreation. People recognized that experiences in the great outdoors can rejuvenate the mind, body and spirit—and are safe to enjoy. Demand for our products ramped up, and we resumed production after ensuring our procedures and protocols aligned with CDC guidelines and public health safety directives.

Robust demand continued into our fiscal fourth quarter, a time when the warm weather outdoor recreation industry is usually gearing down.

Instead, many people who got outdoors during the warm weather months of the pandemic stayed active even after Labor Day. We saw sales rise 58 percent over the prior year's fourth quarter, with profits also significantly higher.

While the pandemic shaped this year's results, it's important to note that COVID-19 is not the only story at Johnson Outdoors. We continue to build a thriving, sustainable business on three pillars of excellence: great brands, great innovation and great people.

**GREAT BRANDS.** Longtime outdoor enthusiasts as well as newcomers to outdoor recreation trust our market-leading brands to deliver the best outdoor experiences. We continually work to position those brands for growth beyond the next quarter, the next year, and the next decade. We want our brands to serve people for generations to come.

That means embracing change, drawing on unparalleled knowledge of our consumers as well as our own passion for adventure. Our brands continually work to strengthen connections with target consumers. Over the past few years, we've focused on accelerating our digital marketing capabilities. That emphasis was rewarded in 2020, as consumers increasingly turned to ecommerce.

We continue to invest in our global digital presence, building on what we've already

accomplished to ensure that when our consumers want to get out there to experience the great outdoors, Johnson Outdoors is ready for them.

**GREAT INNOVATION.** Our intense focus on powerful consumer insights is the key to industry-leading innovation that, year after year, wins recognition and drives sales.

Insights fuel our product development process. We're always looking for even more ways that our Fishing products can seamlessly integrate and communicate so anglers can focus on catching more fish. Our Diving products bring enthusiasts the benefits of new technologies and advanced materials. In Watercraft Recreation and Camping, translating deeper, richer consumer insights into successful innovation is also key to creating positive momentum.

Insights enable us to identify the opportunities with the greatest potential for growth, create products that fit consumer wants and needs, and ensure our products are available where our targeted consumers shop and buy. Ongoing investment in insights is a priority as we engage consumers to ensure meaningful innovation.

**GREAT PEOPLE.** The hard work and dedication of our employees enabled us to meet as much of this year's demand as possible, while following strict health and safety procedures.

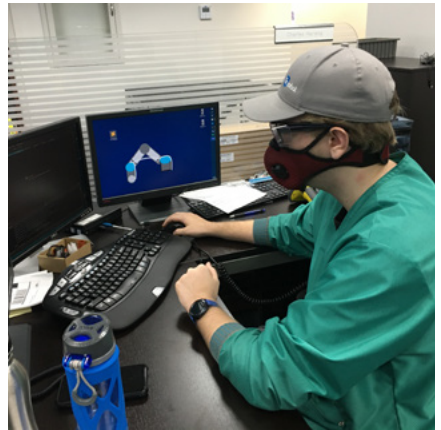
I am thrilled and grateful for the way everyone, the whole company, worked together to keep us moving forward. This year made it clear that our people are our greatest asset.

Overall, this year's performance was fueled by demand created through consumers' eagerness to get into the outdoors. We are determined to welcome those new to outdoor recreation, as well as longtime enthusiasts, with innovative, trusted products, creating the experiences that keep people coming back.

Looking ahead, at Johnson Outdoors, our commitment to building a thriving enterprise long-term remains stronger than ever. Our company purpose, *to inspire people to "get out there" to experience and value the awe of the great outdoors for generations to come*, is more important than ever. With a strong finish to a challenging year, building on great brands, great people and great innovation, we are well-positioned to take our purpose into tomorrow.



**Helen P. Johnson-Leipold**  
**Chairman & Chief Executive Officer**







## UNITED BY OUR PURPOSE

Throughout the challenges of 2020, our people found new ways to work together to keep Johnson Outdoors moving forward. Here's a look at what we faced and how we responded to serve our customers, consumers and shareholders.



“ We transitioned from tents for weddings and large events to tents for hospitals and testing facilities and schools. The urgency was overnight. This team has been amazing; I'm proud of the way they stepped up.

—Jason, Operations

“ As things started opening up, we could introduce people to new ways to get outdoors. It's been great to help them have those outdoor experiences with close family, to feel excitement and joy.

—Jenna, Marketing

“ Getting outdoors keeps me going. I am living the purpose of the products, and I want to provide best-in-class products to everyone else so they can enjoy their time outdoors.

—Frank, Quality Assurance

“ I think everyone is valuing things they took for granted. And Johnson Outdoors is here to support people in the things that they love to do outdoors.

—Mark, Finance

“ We’re all working to keep everyone connected even though we’re not together physically. It’s not just a job, it’s a family.

—Deborah, Technical Support

“ I get to make detailed lake maps that help people catch fish. That’s cool. But the typical map file size is 5G, 20G, 500T; transferring so much data while working from home is difficult. I’m proud of how well the office made the transition.

—Tom, Geographic Information Systems

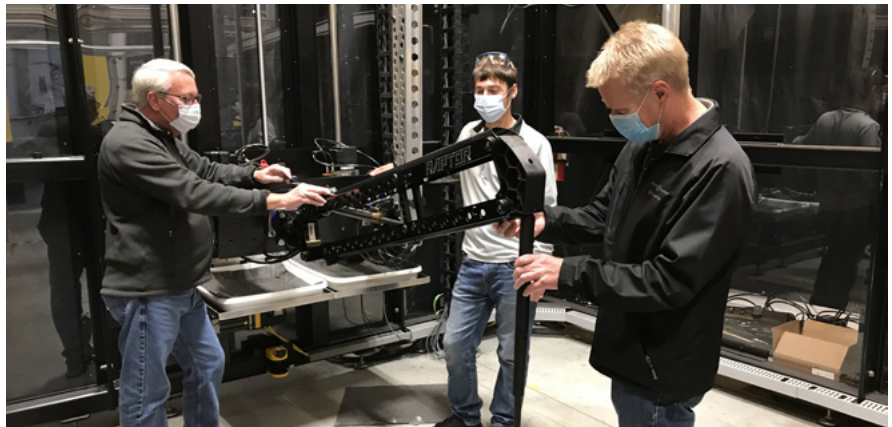


“ When you’re working from home it’s important to get out in nature, to move. Johnson Outdoors is the key to being active. To me this is a company that cares, and we’re trying to get through this crisis in the best way.

—Sebastian, Digital Marketing

“ We developed campaigns encouraging people to dive locally, and dive shops to think differently. I’m also a test diver for SCUBAPRO. I learn about the product and then educate the dive shops. Demonstrations have been challenging, but we’re here to support our dealers long-term.

—Brett, Sales



“ To me, Johnson Outdoors means strength. People know we’re loyal to our customers and dedicated to getting them the products they need. And they want that long-lasting quality.

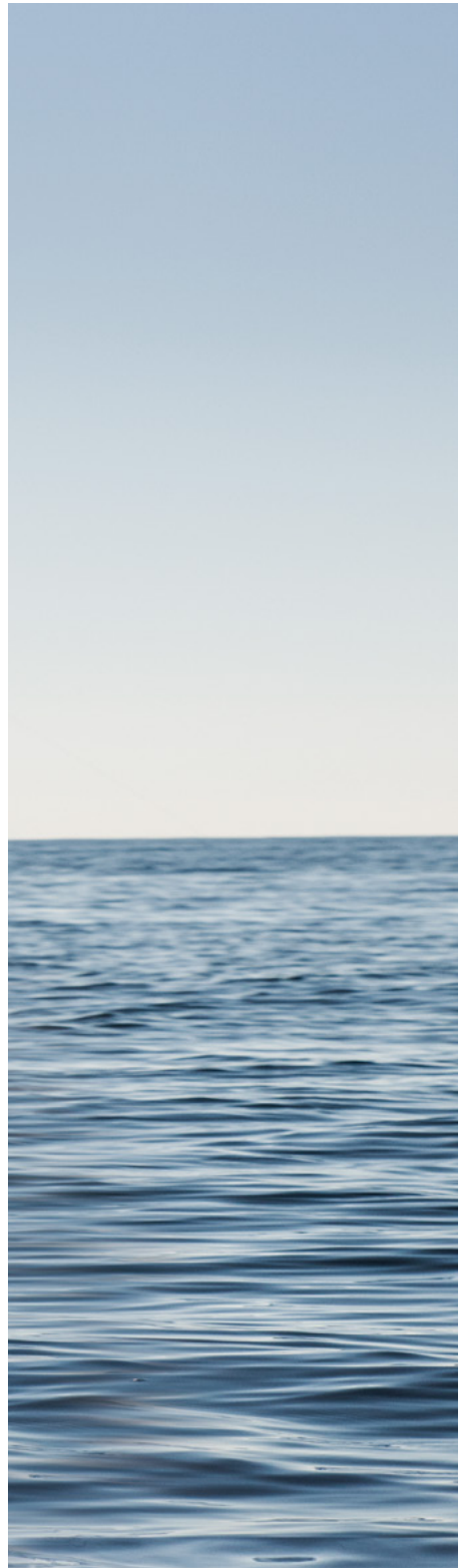
—Krystal, Digital Marketing

“ We make sure we social distance, keep our masks on, follow every procedure to stay focused and safe while still driving forward... Johnson Outdoors is like family to me. This is the best door I have ever opened in my entire life.

—Pedro, Production

# FISHING





## COMMANDING THE BOAT WITH INNOVATION



INDUSTRY BREAKTHROUGHS engineered with anglers in mind keep Minn Kota® at the market's forefront.

The Minn Kota Raptor™ shallow water anchor is an exciting addition to our line of products designed to maximize boat control. Active Anchoring™ models sense wind and wave conditions, then automatically adjust to maintain hold.

The Riptide Terrova®, the ultimate saltwater trolling motor, continues to go big. A new 87-inch shaft model brings larger boats precise i-Pilot® Link™ control as well as the ability to tie into

The One-Boat Network™, an innovation that's changing the way anglers catch fish.

The One-Boat Network welcomes everyone onto the water with equipment that all works together, from Humminbird® fish finder to Minn Kota trolling motor and shallow water anchor. Anglers spend less time adjusting and more time fishing. Our products help seasoned pros and newcomers alike enjoy experiences that keep participation in fishing high.





THE MINN KOTA® RAPTOR™ SHALLOW WATER ANCHOR won for 2020 “Best Boating Accessories” at the International Convention of Allied Sportfishing Trades (ICAST) virtual show. Raptor is the only shallow water anchor with two industry-first technologies: Auto-Bottom Mode™, detecting bottom density to determine the right anchoring force, and Active Anchoring™, monitoring conditions to keep the boat firmly in place.



**BEST BOATING  
ACCESSORIES**









## EXPANDING OPPORTUNITY WITH FRESH VISION

FOR A DEEPER UNDERSTANDING of what's below the water, anglers turn to revolutionary fish finder technology from Humminbird®.

The new Humminbird CoastMaster™ chart, which earned our ninth ICAST “Best of Electronics” in 10 years, delivers incredible detail and accuracy. Building on the very latest data, the CoastMaster chart provides customizable tools to help anglers identify fish-holding spots and navigate there safely.

Our award-winning MEGA 360 Imaging® began shipping this year to favorable consumer response. It's the only sonar option to sweep in every direction around the boat and deliver high-resolution images of structure, the bottom and fish. When MEGA 360 Imaging is used with Minn Kota® Spot-Lock technology, anglers enjoy effortless command of their boat and an uncompromised view of fish and the world below.

Anglers choose Humminbird for built-in mapping, impressive screen resolution, and intuitive control. That means more accurate casts, more unforgettable moments—and more people eager for the next innovation.



**HUMMINBIRD COASTMASTER™ CHARTS**, providing highly accurate coverage for all U.S. coastal waters on a single card, was voted 2020 “Best of Electronics” at the International Convention of Allied Sportfishing Trades (ICAST) virtual show. The all-new CoastMaster gives saltwater anglers detailed spot soundings, depth contours, and points of interest, along with navigation aids. Anglers can also use the predictive tides and currents tool to monitor fishing conditions for their vessel's precise location.

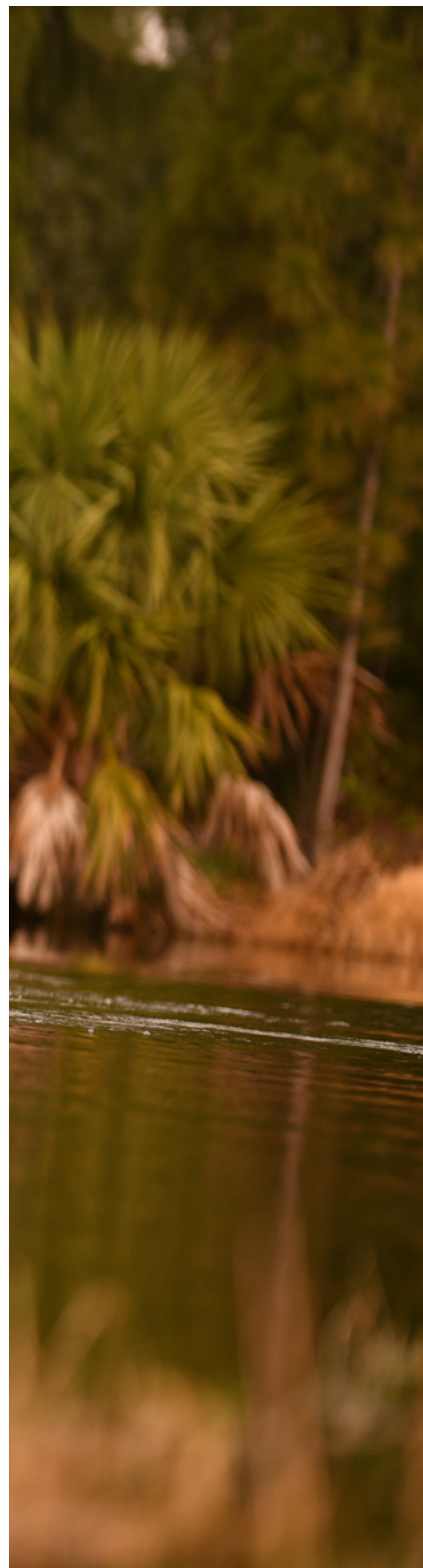


**BEST OF ELECTRONICS**



# WATERCRAFT





*Old Town*<sup>®</sup>

OCEAN  KAYAK<sup>®</sup>

## TRANSFORMING FISHING KAYAKS AT EVERY LEVEL

POWER. PEDAL. PADDLE. The Old Town® Sportsman line, a new fleet of seven fishing kayaks, offers options for anglers of all abilities and interests. Two kayaks integrate saltwater-ready Minn Kota® motors to propel, maneuver and “anchor” the kayak. Three feature our PDL™ Drive for easy hands-free pedaling control. And two satisfy paddling traditionalists who desire modern comforts. The Sportsman line was born from extensive consumer research and offers an impressive array of features: EVA foam floor pads, breathable seats, rod holders, a branded tackle box, intuitive storage—and the quality and innovation anglers expect from Old Town.



Purchasing is easy, too, thanks to our growing digital and ecommerce capabilities. As consumers have increasingly turned to this buying channel, we’ve worked to optimize their experience—making any time spent with our brands more enjoyable.



**ICAST** 2020

**BEST OF SHOW**

**FIELD & STREAM**

**READERS CHOICE**

THE AUTOPILOT™ 120, FLAGSHIP MODEL of Old Town's new Sportsman line, won 2020 "Best of Show" honors at the International Convention of Allied Sportfishing Trades (ICAST) virtual show. This state-of-the-art fishing kayak, dubbed a "fish-catching machine" by Field & Stream, delivers the ultimate hands-free experience.

# CAMPING





Eureka!



Eureka!

## DELIGHTING CAMPERS EAGER TO GET AWAY



INTEREST SURGED THIS YEAR IN CAMPING, the gateway to outdoor recreation. Eureka!® met high demand with innovations to offer even the newest weekend campers a peak experience.

The Copper Canyon LX tent series features larger windows and doors, an extended front porch fly for dry entry, and full standing height, making it our most livable family car camping tent.

The NoBugZone Screenhouse and NoBugZone 3-in-1 Shelter are equally valuable car camping companions, protecting against biting insects, burning sun, and a passing shower.

And this year Eureka! introduced the brand's first butane-powered products, the SPRK+ Camp Stove and the SPRK Camp Grill. Like the hugely popular Ignite and Ignite Plus Camp Stoves, they make it easy to enjoy dining outdoors, wherever campers are making memories—on the trail, in a state park, or safe and snug in the backyard.







THE COPPER CANYON LX 4 is Popular Mechanics' "Best Car Camping Tent for 2020," thanks to features like interior gear storage, a cord port to power devices, stronger poles, and one-person setup.

Popular Mechanics similarly honored the IGNITE PLUS CAMP STOVE, citing its "massive cooking surface with power and great simmer control." And the Ignite Stove made USA Today's 10 Best Gifts for Road Trippers as part of the 2020 Readers' Choice Travel Awards.

**POPULAR  
MECHANICS**

**USA TODAY**





## CONNECTING TO ENERGIZE CONSUMERS

WHETHER ON THE TRAIL OR ONLINE, Jetboil® uses innovative technology to serve outdoor enthusiasts with speed, convenience and quality.

This year we made Jetpower Fuel, for our outdoor cooking systems, available for purchase at [jetboil.com](http://jetboil.com), where it quickly became a top seller. We partnered with Good To-Go and Hikers Brew brands on deliciously crafted backpacking meals and camp coffee.

New products to help campers and hikers fuel up include the Silicone Coffee Press, featuring a tighter seal that prevents grounds from escaping into the coffee.

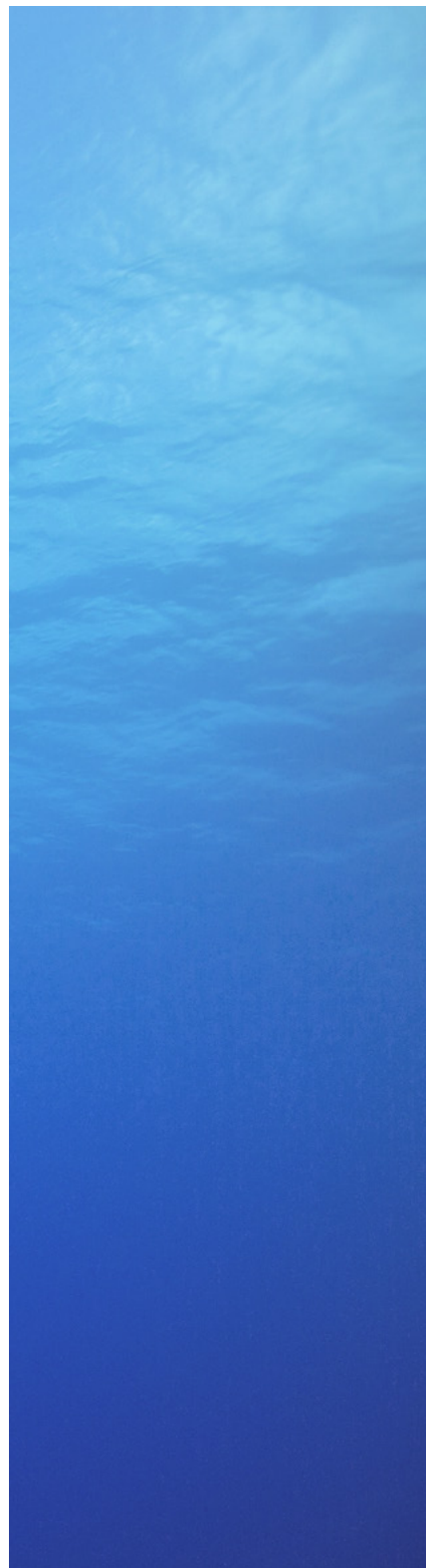
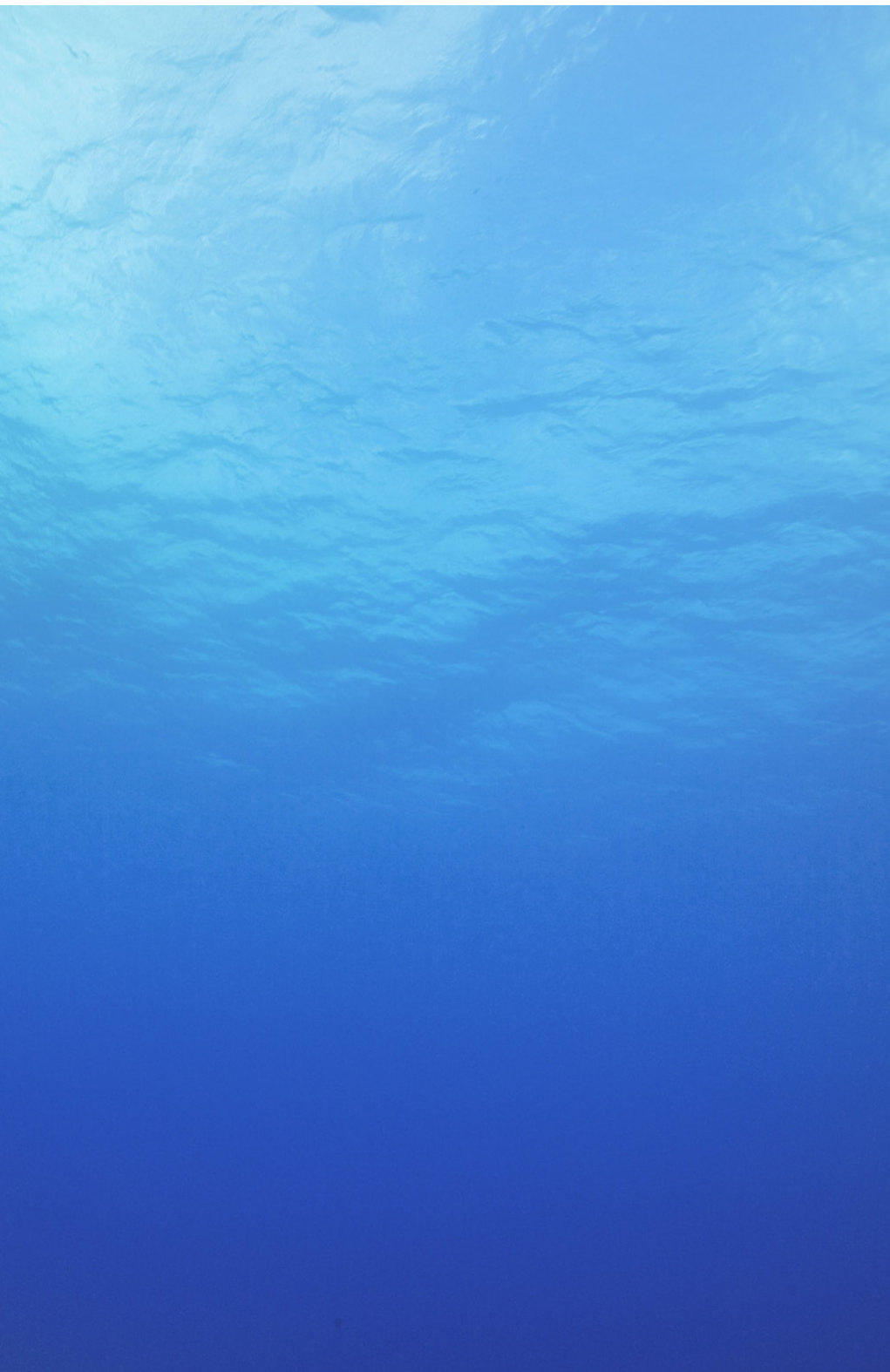
And consumers got excited about “hot” limited edition colors for the Flash personal cooking system; purple was the first of the colors to sell out. The MicroMo, Jetboil’s lightest cooking system, also added new colorways—enhancing the versatility of cooking stoves and systems that pack light, set up quick, and boil quicker.





# DIVING







## REVOLUTIONIZING WITH DIVING MUST-HAVES

FOR NEARLY 60 YEARS, SCUBAPRO® has set the industry standard for reliable, innovative, durable dive equipment. This year's innovations serve divers at every level.

The Hydros™ X is the first front-adjustable BCD to offer injection-molded Monprene® thermoplastic shoulders and backpad. Divers get a BCD that molds precisely to their physique—a breakthrough in comfort and fit.

For the most natural breathing underwater, divers now have the D420 / MK25 EVO and D420 / MK19 EVO regulator systems. SCUBAPRO engineers combined the iconic D-Series second stage design with the latest technology to create the Progressive Flow Control Valve, then teamed it with the MK19 or MK25 EVO balanced first stage.

The result: a true 21st-century regulator.



In dive computers, the entry-level Aladin A1 and the advanced Aladin A2 offer a compact wristwatch style that can be worn topside and underwater, making SCUBAPRO integral to both diving and everyday life.

This year we also introduced Dive Local, encouraging divers to connect with area dealers and explore USA diving locations. With the SCUBAPRO name behind it, the program is yet another trusted entry point to an exciting new world.





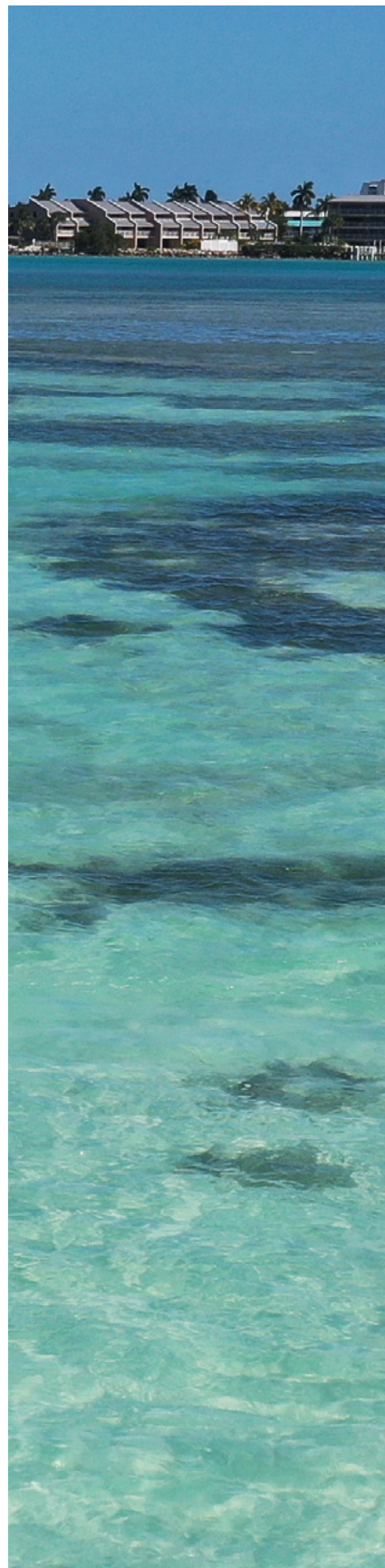
**THE GALILEO HUD** mask-mounted dive computer with virtual display won the ScubaLab Innovation Award for its precision optics and practicality. The HUD “makes it surprisingly easy to constantly monitor critical dive info while keeping your hands free,” ScubaLab notes. And its “design and operation mesh easily and seamlessly with the way we dive.”



# PERFORMANCE







# HIGH DEMAND DRIVES STRONG RESULTS

## ROBUST FOURTH QUARTER BOOSTS SALES, PROFITS

High demand for products in Fishing, Camping and Watercraft Recreation extended into the industry's usually slow fiscal fourth quarter, driving higher sales and operating profit year-over-year for a strong finish to a challenging year. Our people have been working hard to produce as much as we can, including adding more shifts and managing our supply chain to increase capacity where possible.

Total company revenue grew 6 percent to \$594.2 million versus fiscal 2019 revenue of \$562.4 million, with an additional week in fiscal 2020 that drove an increase in net sales of approximately 1.5 percent over the prior year.

Continued demand for new and legacy technologies in Minn Kota® and Humminbird® drove a 9 percent increase in Fishing revenue. Strong demand across all product categories drove a 25 percent increase in Watercraft Recreation sales. Camping grew 3 percent due to higher sales in both Jetboil® and Eureka®, offset in part by a decrease in military tent sales. Pandemic-related global travel restrictions negatively impacted Diving revenue by 20 percent.

Total company operating profit was \$71.1 million in fiscal 2020, which compared favorably to operating profit of \$63.8 million in the prior fiscal year. Net income improved to \$55.2 million, or

## FY2020 HIGHLIGHTS

- Significant consumer demand in Fishing, Camping and Watercraft Recreation
- New products command top industry awards
- Digital and ecommerce leveraged as consumer buying behavior changed
- Organizational agility amid COVID-19 impacts
- Strong cash flow
- Increased quarterly dividend to shareholders

\$5.47 per diluted share, a 7 percent improvement versus \$51.4 million, or \$5.11 per diluted share, in the last fiscal year.

We will continue to scale operations consistent with demand, given the unpredictability surrounding COVID-19 and its impact on participation levels and outdoor recreation markets.

Looking ahead, our debt-free balance sheet and our healthy cash position will continue to be beneficial as we make smart investments to strengthen the business and drive value for our shareholders.



**Helen P. Johnson-Leipold**  
**Chairman & Chief Executive Officer**



**David W. Johnson**  
**Vice President & Chief Financial Officer**

## OPERATING RESULTS\*

	2018	2019	2020
Net sales	\$ 544,268	\$ 562,419	\$ 594,209
Gross profit	241,860	249,756	264,993
Operating profit	63,021	63,774	71,070
Net income	40,669	51,413	55,233
Diluted earnings per common share	\$4.05	\$5.11	\$5.47
Diluted average common shares outstanding	9,996	10,021	10,064

## CAPITALIZATION

	2018	2019	2020
Total debt	—	—	—
Shareholders' equity	279,197	324,534	378,100
Total debt to total capital	0%	0%	0%

\* \$ Thousands, except per-share amount

# BUSINESS PERFORMANCE FY2020

FINISHING STRONG IN AN  
UNPRECEDENTED YEAR

## FISHING



**\$449.9 M**

FY2020 NET SALES

Continued demand for new and legacy technologies from Minn Kota® and Humminbird® drove a 9 percent increase in Fishing revenue. Humminbird’s award-winning MEGA 360 Imaging® kept excitement and interest high in our fish finders. And Minn Kota’s award-winning Raptor™ shallow water anchor garnered favorable consumer response with two industry-first technologies: Auto-Bottom Mode™, and Active Anchoring™.

Sustaining our innovation and technology leadership in this market is a top priority. We combine technical know-how with unique insights into anglers’ needs to keep our pipeline filled with exciting new products.

## DIVING



**\$60.9 M**

FY2020 NET SALES

As the diving market experienced pandemic-related headwinds due to global travel restrictions, we saw a 20 percent revenue drop.

The SCUBAPRO® team focused on sustained innovation, a key to the brand’s leadership. The Hydros™ X BCD uses advanced materials to deliver a breakthrough in comfort and fit. And the Galileo HUD mask-mounted dive computer shows award-winning technology innovation.

Initiatives to enhance our global digital presence further position SCUBAPRO for a strong future. We also launched a “dive local” campaign that helped our dealers boost sales. We will continue to invest to ensure SCUBAPRO remains the most trusted dive brand in the world.

## OUTSTANDING BRANDS

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

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

### CAMPING



**\$41.6 M**

FY2020 NET SALES

Camping grew 3 percent due to higher sales in both Jetboil® and Eureka!®, offset in part by a decrease in military tent sales. When state and national parks began re-opening this year, our brands saw a surge of interest. Eureka! encourages new campers with choices like the award-winning Copper Canyon LX tent series and NoBugZone shelters. Jetboil, the technology leader in portable outdoor cooking systems, continues to be the top choice among tech-savvy outdoor enthusiasts, and to strengthen online connections to consumers.

Camping is a gateway to outdoor recreation participation. We continue to invest in consumer-driven innovation to provide the best camping experiences possible.

### WATERCRAFT



**\$41.9 M**

FY2020 NET SALES

As more people sought to get out on the water, demand across our portfolio drove a 25 percent increase in Watercraft Recreation sales. Fishing kayaks are the fastest-growing segment, and our Old Town® Sportsman line of power, pedal and paddle fishing kayaks has generated a lot of enthusiasm. The line's flagship model, the award-winning Sportsman Autopilot™ 120, uses a Minn Kota trolling motor with GPS to propel, steer and anchor the kayak. We're looking to continue the line's momentum in Year Two.

Investments in ecommerce capabilities were rewarded as more consumers turned to this channel. We continue to optimize our digital presence and the online consumer experience.



# LEADERSHIP

Our executive team gives us an edge with their experience and capabilities.



TOP

**Helen P. Johnson-Leipold**  
Chairman and CEO

**David W. Johnson**  
Vice President and CFO

CENTER

**Larry Baab**  
Group Vice President,  
Camping and Watercraft

**Judy Douglas**  
Group Vice President,  
Fishing

**Karen James**  
Vice President,  
Global Operations

**Khalaf M. Khalaf**  
Vice President,  
General Counsel and  
Corporate Secretary

BOTTOM

**John Moon**  
Vice President and  
Chief Information Officer

**Patricia Penman**  
Vice President,  
Marketing Services and  
Global Communication

**Joe Stella**  
Group Vice President,  
Global Diving

**Sara Vidian**  
Vice President,  
Human Resources

# 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.



**Thomas F. Pyle, Jr.**, Johnson Outdoors vice chairman, brings extensive managerial, transactional, operational and financial expertise to the role. Currently chairman, The Pyle Group, and non-executive chairman of Uniek, Inc., Mr. Pyle is former owner, chairman and CEO of Rayovac Corporation. He serves as director of Sub-Zero Wolf, Inc., and emeritus trustee of Wisconsin Alumni Research Foundation and other leading research institutions.



**Kathy Button Bell** is senior vice president and chief marketing officer of Emerson Electric Co., a \$25 billion manufacturing conglomerate. In 2016, she was appointed to Emerson's Office of the Chief Executive. A renowned branding strategist with expertise in global marketing, digital strategy and market research, she has served in lead marketing roles with recreational giants Converse, Inc. and Wilson Sporting Goods. Ms. Button Bell is past director of Sally Beauty Holdings and past chairwoman, Business Marketing Association.



**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.



**Terry E. London**, past CEO and interim president of Pier 1 Imports, chairman of the Pier 1 Imports, Inc. board of directors, and former chairman of London Broadcasting Company LP and LBK Entertainment Holdings, Inc. provides insight on a broad range of corporate management and financial matters. Mr. London has been involved with the outdoor industry for more than 20 years.



**William "Bill" D. Perez**, founder of FamGen, a professional services firm specializing in consulting for family-owned businesses, brings extensive experience in corporate transactions, international business, operations and manufacturing, finance, strategy and brand marketing. He was president and CEO for the Wm. Wrigley Jr. Company; Nike, Inc; and S.C. Johnson, where he spent 34 years. He currently serves on the Board of Directors for Northwestern Memorial Hospital, and the Board of Trustees and Executive Committee of Naples Community Hospital, and was formerly a director with Johnson & Johnson and Whirlpool Corporation. In addition, he is a Presidential Counselor at Cornell University.



**Richard "Casey" Sheahan**, 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 Preciate, Inc., a software-based virtual socializing and recognition 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.

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 2020 Form 10-K for a discussion of uncertainties and risks associated with these statements.

**www.JohnsonOutdoors.com**

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**Production Coordinator:** Amy Helvick



**Corporate Secretary**

Johnson Outdoors Inc. • 555 Main Street  
Racine, WI USA • 53403-1015

**For more information, contact:**

Johnson Outdoors Inc.  
Patricia Penman  
Vice President, Marketing Services  
and Global Communication  
262-631-6600  
patricia.penman@johnsonoutdoors.com

To contact the Board of Directors, visit:  
<https://www.johnsonoutdoors.com/contact-us>







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