



# Good For The Great Outdoors



# Making The Choices That Make a Difference



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



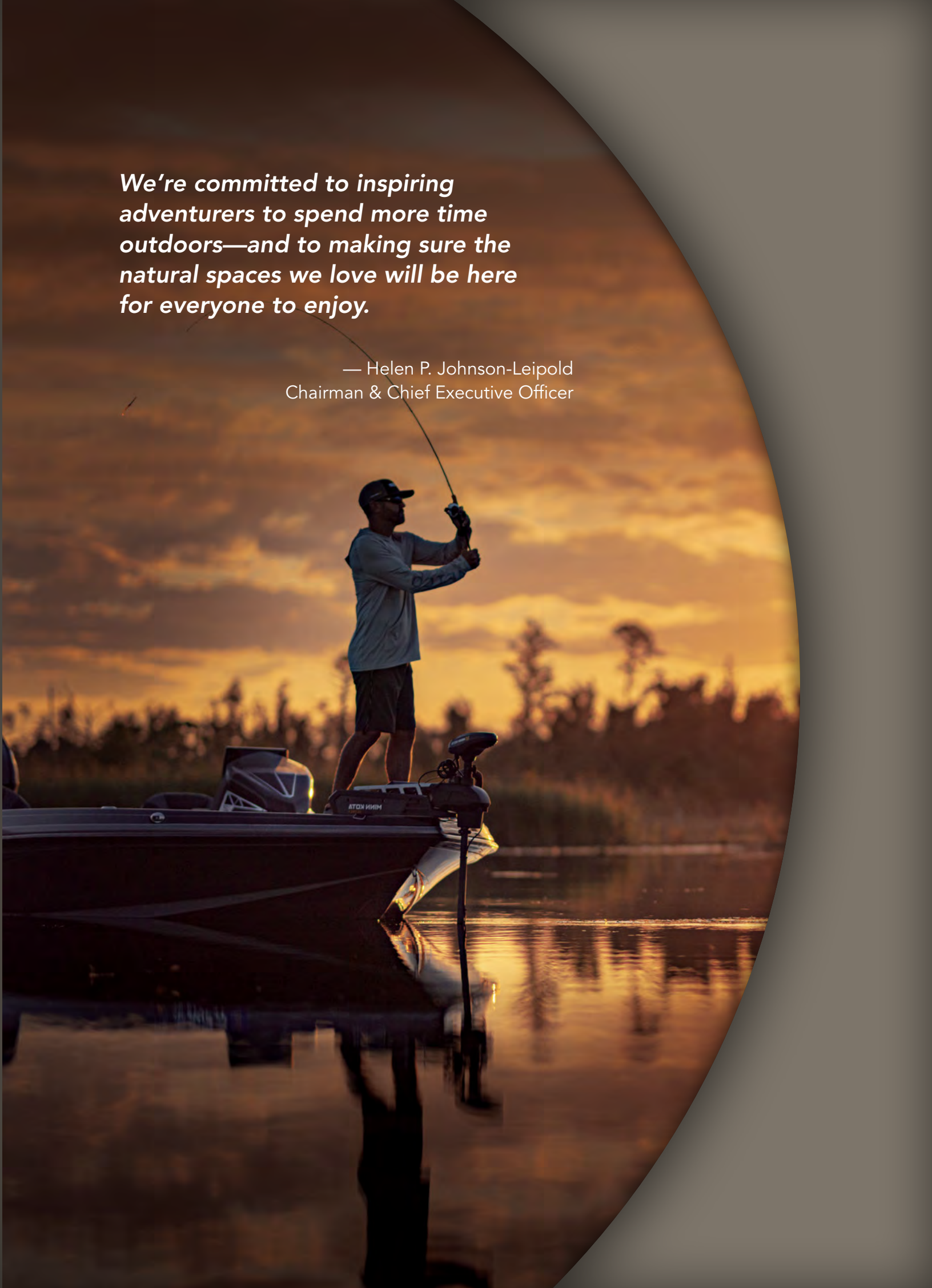
On land, on water and under the water, consumers trust Johnson Outdoors products to deliver the best possible experience. They know the choices we make add up to innovation, quality and reliability. We also make choices to protect the environment—through our people, our operations and our community participation. We're changing lives for the better today as we outfit anglers, campers, divers and outdoor adventurers with top-quality equipment. And in sharing our passion, we're also making a difference for tomorrow.





*We're committed to inspiring  
adventurers to spend more time  
outdoors—and to making sure the  
natural spaces we love will be here  
for everyone to enjoy.*

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



# 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



JOUT-NASDAQ 2023 COMPANY SNAPSHOT (AS OF 9.29.23)

**\$663.8 M**

NET SALES

**15**

PRODUCT  
CATEGORIES

**1,400**

EMPLOYEES

**18**

FACILITIES  
WORLDWIDE

**80**

COUNTRIES



## Camping

Personal & family  
cooking systems

Tents

Camp furniture  
& accessories



**Eureka!**



## Watercraft Recreation

Kayaks & canoes

Fishing craft

Personal flotation devices

Paddles & accessories

*Old Town*



# Good For The Great Outdoors

IN A CHALLENGING MARKET,  
INNOVATION KEEPS OUR BRANDS STRONG

## FY2023 PERFORMANCE

In fiscal 2023, we saw the end of the elevated, pandemic-driven demand of the past few years, and the beginning of a return to traditional seasonal ordering patterns. That shift, combined with higher inventory levels at retail and intense marketplace competition, led to challenging results for the year. Total company sales declined 11 percent from last year's near-record highs. Operating profit decreased 82 percent and net income fell 56 percent over the prior fiscal year.

Given marketplace conditions, we believe more than ever that the key to success is innovation, and we're excited about new products we announced this year. In Fishing, we introduced QUEST™ brushless trolling motors, a new line of Minn Kota® motors for the toughest conditions, and restaged our full line of bow-mount motors in our fiscal third quarter. Minn Kota motor technology continues to give anglers the best fishing experiences possible, and our innovations are important to sustaining our leadership position.

In Diving, we saw growth as global markets, especially in Europe, continued to recover. We'll leverage our innovation and brand-building efforts to ensure SCUBAPRO® remains the world's most trusted dive brand.

In Camping, we've made the tough decision to exit our Eureka® product lines and increase our focus on Jetboil® personal cooking systems. Jetboil has grown tremendously over the past five years, and we're leveraging brand equity and innovation toward even more opportunities.

In Watercraft Recreation, we're excited about the award-winning Old Town® ePDL+™ Drive, a revolutionary power-assisted pedal drive that propels the fishing experience to the next level.

## GOOD FOR OUR CONSUMERS

As our businesses address current economic headwinds and marketplace softness, we'll continue to invest in the following strategic drivers, which have helped us develop the brands consumers turn to when they're ready for adventure. In addition, we're laser-focused on improving profitability through an active cost savings program and prudent expense management.

**Understanding our consumers.** Our products show consumers that we recognize their wants and can uncover their needs. With these deep, rich consumer insights, we create the equipment that outdoor enthusiasts and outdoor recreation newcomers trust for the best possible experience in the great outdoors.



**Leading in innovation.** 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. And our innovation gets results. Year after year, our products win industry recognition and drive sales.

**Identifying new paths for growth.** We regularly challenge current thinking, grounding our approach in research, analytics and expertise in new technologies. And when we identify opportunities for organic growth and growth through acquisition, we're prepared and willing to embrace change.

**Optimizing the digital experience.** Consumer habits and expectations evolve as rapidly as the technology that serves them. We continue to optimize our digital and ecommerce effectiveness, emphasizing both digital marketing and omnichannel access.

### **GOOD FOR OUR PLANET**

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

Being responsible means continuously improving how we operate and how we deliver the products our customers value. You can read more about our commitment—and the Clean Earth Challenge we're continuing with the National Wildlife Federation—starting on page 8.

### **GOOD FOR THE GREAT OUTDOORS**

Johnson Outdoors works every day to reach out with ever-expanding positive impact, from creating the equipment that empowers adventurers to promoting participation in protecting our natural spaces. It all starts with our people, our greatest asset, and we continue to seek to be an engaging, inclusive workplace of choice.

As we have from the beginning, Johnson Outdoors aims to create long-term value for all stakeholders—from our people, customers, consumers and investors to the entire planet. We are and will be the outdoor recreation leader who is good for the great outdoors.



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

# SUSTAINABILITY





# Forward Thinkers





# Good For Today... And Tomorrow



*We believe a connection to nature is vital to the health and well-being of all people and communities, and our business operations are inextricably tied to it.*

— Helen P. Johnson-Leipold, Chairman & Chief Executive Officer

Our passion for the great outdoors drives our brands to deliver innovative equipment that empowers people to embrace outdoor adventure. It leads us to conserve, restore and promote access to natural spaces. And it compels us to operate with future generations in mind.

In 2023, Johnson Outdoors was recognized for the second consecutive year by Newsweek as one of the Most Trustworthy Companies in America. Here's a quick look at how we continue to earn that trust.

### **SUSTAINABLE OPERATIONS**

We're committed to responsibly managing our resources and ensuring ethical business practices.

- We recycle about 70% of the manufacturing and production waste from our global sites and continually improve processes across all our businesses.
- We conduct annual third-party carbon footprint assessments, and we're identifying opportunities for emissions reductions.
- Through energy efficiency measures, we've cut annual electricity use by about 1,035,280 kWh—a savings that will continue year after year. We're also working to use more renewable energy.

### **SUSTAINABLE PRODUCTS & PACKAGING**

Our top-quality products elevate outdoor experiences today, while our business promotes preserving natural spaces for adventures tomorrow. We work to continuously improve the sustainability of our products, packaging and shipping, using recycled materials and minimizing plastic and packaging volume.

For example, we've changed internal packaging for the best-selling Humminbird® HELIX® fish finder from closed-cell foam to recycled cardboard pulp that can be recycled again.

### **SUSTAINABLE COMMUNITIES**

We want the communities where we operate to be better because we're there, and we encourage positive, repeatable actions that lead to scalable change. We believe that the more people are outdoors, the more they'll work to preserve and protect the natural places and spaces we all love.



# More Than 3 Million And Counting



VOLUNTEERS HAVE JOINED WHOLEHEARTEDLY IN THE CLEAN EARTH CHALLENGE, launched in 2022 by Johnson Outdoors and the National Wildlife Federation (NWF). They're sweeping through parks, hiking trails, and beaches, alongside and even in rivers, streams and lakes, to pick up trash—more than 3 million pieces in 18 months, far outstripping the initial goal of 1 million pieces removed.

The response from individuals, families, educators, students, outdoor enthusiasts and leaders shows the reach of our collective impact. We're proud that Johnson Outdoors employees worldwide have led the way, inspiring their communities to advance the resilience of our natural spaces and places. And we invite you to get involved! Learn more at [www.cleanearthchallenge.com](http://www.cleanearthchallenge.com).



National  
Wildlife  
Federation



JOHNSON  
OUTDOORS

## 2023 RESULTS

JOHNSON OUTDOORS COMPANY-  
WIDE CLEAN EARTH CHALLENGE

**184,368** pieces,  
a 109% increase from 2022

**489** employees participated

**16** locations participated

**19** employee cleanup events

\*October 2022 to November 2023

**ONE EMPLOYEE**  
**36,000**  
**PIECES OF TRASH**



Marine Electronics employee Tracy Doheny never realized how much litter she could remove from her community until she entered the first Johnson Outdoors employee Clean Earth Challenge contest.

"Each week I went out, I tried to pick up more garbage than the week before," she says. And she succeeded: Doheny, a Mankato native, removed an astounding 36,979 pieces of trash from trails, waterways and neighborhoods in the Mankato area.



# FISHING



 MINN KOTA®

 HUMMINBIRD®





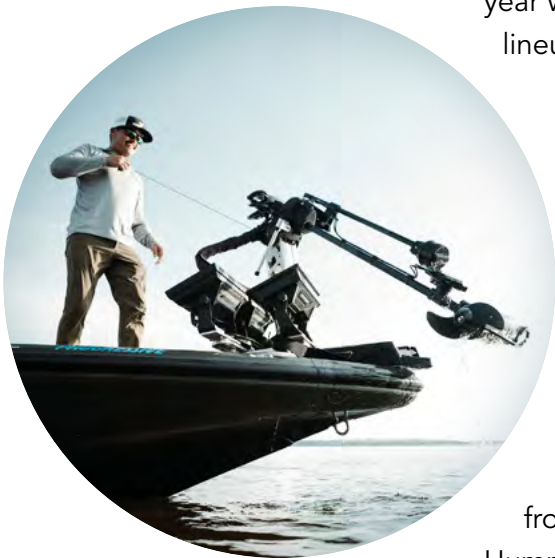
# Game Changers



# Take Toughness On a QUEST™

FOR ULTIMATE CONTROL

THE BEST TROLLING MOTORS OUT THERE got even better this year with a complete restage of the Minn Kota® bow-mount motor lineup and the introduction of QUEST™ technology.



QUEST motors feature stealthy and efficient brushless technology, carbon fiber-infused shafts, and fortified components. They're designed to run longer, deliver more torque and take anglers confidently into the harshest winds, waves and currents.

New and upgraded Ultrex™, Ultrerra®, Instinct, Terrova®, and Riptide Terrova® bow-mount trolling motors are all QUEST-tough. Enhancements also include out-of-the-box connection to the One-Boat Network, to control everything from the trolling motor and shallow water anchors to the Humminbird® fish finder—for a fully capable fishing boat from bow to stern.





Ultrex™ QUEST™ gives anglers more to love with a new brushless design for the most challenging conditions. With a programmable foot pedal, even more advanced GPS functionality and an eco mode to extend battery life, the new Ultrex perfectly suits bass anglers and the areas they fish.



# Fish Smarter See More

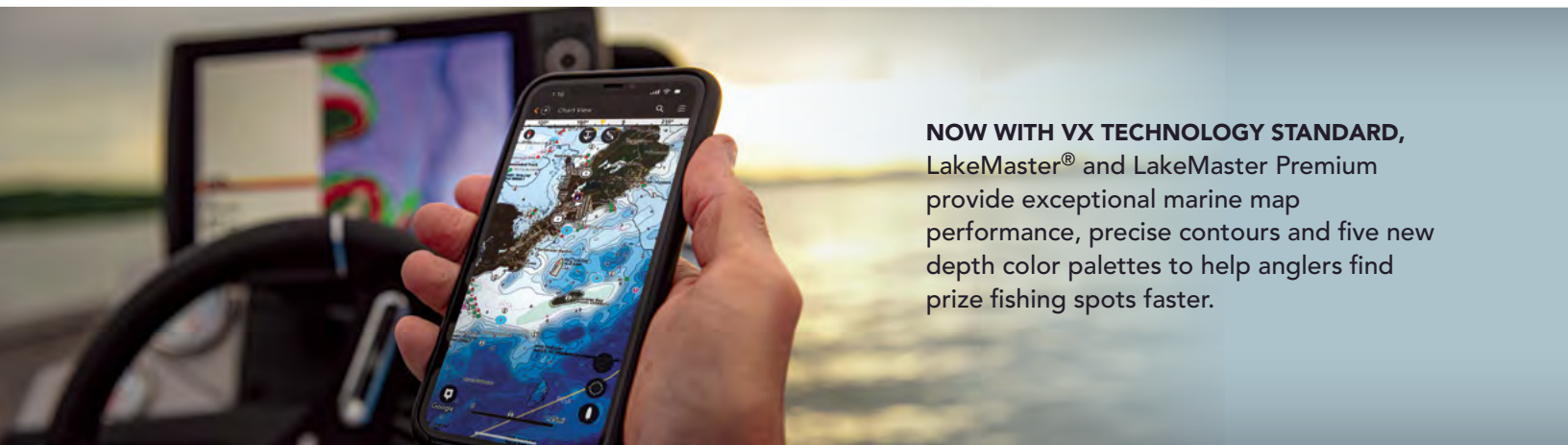
AND FIND THE PRIZE



CASUAL ANGLERS AND TOURNAMENT CHAMPIONS get more out of their time on the water—and put more fish in the boat—with innovative Humminbird® technologies.

This year Humminbird took three of the top five spots in Outdoor Life's 2023 fish finder awards, earning Best Side Imaging for the SOLIX® 10 CHIRP MEGA SI G3, Best Budget for the Helix® 7 CHIRP MEGA SI, and Best Portable for the Ice Helix 7 CHIRP GPS G4 All Season.

Our vast cartography options let anglers plan their trips with unrivaled accuracy. LakeMaster® upgraded to new LakeMaster and LakeMaster Premium with VX Technology. This major update builds on the detail and one-of-a-kind features anglers trust to reach the best fishing spots.



**NOW WITH VX TECHNOLOGY STANDARD,** LakeMaster® and LakeMaster Premium provide exceptional marine map performance, precise contours and five new depth color palettes to help anglers find prize fishing spots faster.



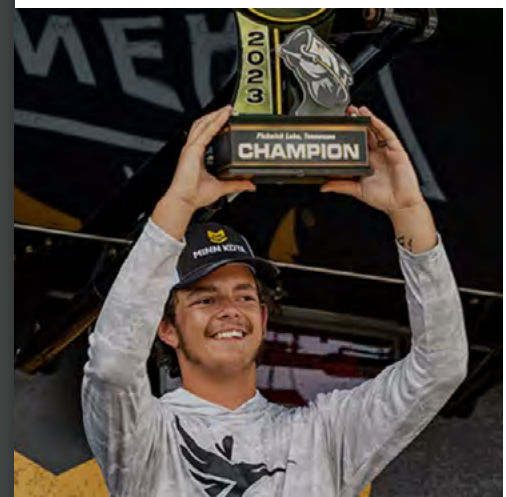
# WINNERS ALL AROUND

**THE FIRST ANNUAL MINN KOTA AND HUMMINBIRD OWNERS TOURNAMENT** drew more than 800 anglers from across the U.S. to Pickwick Lake, Tennessee. The two-day, big bass format competition offered \$150,000 in prizes and hourly payouts.

On the professional side, Humminbird and Minn Kota pro Jeff "Gussy" Gustafson found \$300,000 of Bassmaster Classic Gold with Humminbird MEGA Live™ Imaging, becoming the 2023 Academy Sports + Outdoors Bassmaster Classic champion.

And Humminbird and Minn Kota pro Bryan Thrift studied his Humminbird LakeMaster® contour maps, dropped his Minn Kota Ultrex™ in North Carolina's Lake Norman, and came home 2023 Major League Fishing REDCREST champion.

**Congratulations to all!**





**WATERCRAFT  
RECREATION**

*Old Town*<sup>®</sup>





A scenic landscape featuring a calm lake reflecting a forested mountain range under a golden sky. A red canoe is in the foreground.

# Power Players

*Old Town*





*Old Town*

# SPORTSMAN BIGWATER EPDL

THE PATENTED OLD TOWN SPORTSMAN BIGWATER EPDL+™ 132 is a power-assisted pedal drive that delivers unmatched adaptability. Anglers can switch seamlessly between manual pedal, power-assisted pedal, and fully motorized cruise control, for the freedom to move on the water the way they want.



*Old Town*

# Power. Pedal. Fish On

WITH WINNING INNOVATION

MORE THAN A CENTURY AGO, Old Town® began innovating and refining watercraft—not in a lab, but in the great outdoors. This year we continued that legacy with our breakthrough e-pedal fishing kayak—the BigWater ePDL+™ 132, featuring the market's first seamlessly integrated battery-powered pedal drive.

Winner of "Best of Category" for Boats and Watercraft at the 2023 ICAST New Product Showcase, the ePDL+ puts motorized versatility at anglers' fingertips. Like all fishing kayaks in the Old Town Sportsman line, it offers customizable accessory tracks, cushioned floor pads, a custom tackle box, and plenty of rod holders. Anglers have the freedom to go farther, manage heavier currents, and fish harder, taking their experience to the next level.



## FIELD & STREAM

"The Old Town ePDL+ feels like a standard pedal drive—until the assist suddenly kicks in...Immediately, the kayak starts gliding effortlessly across the water, and it's nearly impossible to not have a smile on your face."





# CAMPING



**JETBOIL**





# Inspired **Trailblazers**



# Elevate Mealtime

WITH GROUNDBREAKING GEAR



JETBOIL® REVOLUTIONIZED BACKCOUNTRY COOKING in 2004 with our all-in-one stove system and FluxRing® technology. We continue to innovate so consumers can cook amazing meals, in places that make them happy, with friends that make them even happier. And we're creating a community that connects people more than ever to the great outdoors.

"Jetheads" share their expert tips, delicious recipes and favorite stories on the trail and online, across social media platforms. This year Jetboil also received accolades from influencers and reviewers. Gear Junkie named the Jetboil Flash "Most Compact Backpacking Stove System," and CNN called it "the best way to boil water at your campsite." Forbes chose the Jetboil Half Gen as Best Single-Burner Camping Stove, summing up our appeal perfectly: "a solid pick...built to last."



**Forbes**  
VETTED

**GEARJUNKIE**



WHIP UP  
FINE FARE  
ON THE FLY

JETBOIL HALF GEN AND JETBOIL FLASH won recognition this year for their blistering-fast boil times, small form factor and reliability. The full range of Jetboil options makes it easy to cook for a few or a crew, in backyards or the deepest backcountry.





DIVING

# Proven Pioneers









# Leading With A Better Way

FOR 60 YEARS AND COUNTING



SCUBAPRO® MARKED THIS MILESTONE YEAR with exclusive, 60th Anniversary editions of the Galileo G3 dive computer and the MK25 EVO/S620 Ti Carbon BT regulator. And we continued our industry-leading innovation across the full range of dive products, from the powerful, next-generation S-Tek Fin to neoprene-free Everflex YULEX® wetsuits to new sports bag lines that protect gear during travel.

We're also acting to protect the ecosystem divers love to explore, partnering with Mote Marine Laboratory to create a community coral reef restoration program. Divers can join us to experience first-hand Mote's science-based research and conservation efforts. It's another way SCUBAPRO can make a positive difference today—and for generations to come.



TRUSTED  
TO BE CLASSICS



### **GALILEO G3 AND LUNA 2.0 DIVE COMPUTERS**

deliver the reliability and comfort that make SCUBAPRO an industry leader. The Luna is designed to be one of the market's thinnest dive computers, while the G3's vibrant, high-contrast, full-color display offers easy readability and a backlight for excellent visibility in all conditions.



# PERFORMANCE





# Strategic Innovators





# DRIVING

## STRENGTH THROUGH INNOVATION

### JOHNSON OUTDOORS SEEKS TO OUTPERFORM A CHALLENGING MARKETPLACE

Total company revenue for fiscal 2023 fell 11 percent to \$663.8 million, versus fiscal 2022 revenue of \$743.4 million. Factors in the year-over-year comparison included:

- Fishing revenue decreased 6 percent as demand moderated to pre-pandemic levels.
- Diving sales increased 8 percent over the prior fiscal year, with strong performance in a recovering market.
- Camping decreased \$25.0 million due primarily to decline in demand as well as the sale of the Military and Commercial tents product lines in the fiscal second quarter.
- Watercraft Recreation sales decreased \$27.2 million, reflecting significant reductions in market demand.

Total operating profit was \$11.7 million in fiscal 2023, comparing unfavorably to operating profit of \$66.3 million in the prior fiscal year due to lower sales volumes and a \$27.3 million increase in operating expenses. Warranty expense, investments in research and development, and marketing and professional services further drove the operating expense increase.

## FY2023 HIGHLIGHTS

- Announced broad line of new, innovative products in Fishing
- Received ICAST award for cutting-edge technology in Watercraft Recreation
- Maintained debt-free balance sheet and strong cash position
- Increased quarterly dividend to shareholders

Profit before income taxes was \$25.8 million in fiscal 2023, compared to \$58.9 million in fiscal 2022. Net income for the fiscal year fell to \$19.5 million, or \$1.90 per diluted share, a 56 percent decline versus \$44.5 million, or \$4.37 per diluted share, in the last fiscal year. The effective tax rate was 24.4 percent compared to the previous fiscal year's rate of 24.4 percent.

Heading into fiscal 2024, we're focused on managing higher-than-normal inventories and improving profitability with a defined cost savings program and prudent expense management. The balance sheet remains debt-free, and our healthy cash position enables us to continue investing in strategic opportunities to strengthen the business and consistently pay dividends to shareholders.



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



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

## OPERATING RESULTS\*

	2021	2022	2023
Net sales	\$ 751,651	\$ 743,355	\$ 663,844
Gross profit	334,125	271,332	244,087
Operating profit	111,283	66,310	11,740
Net income	83,381	44,491	19,534
Diluted earnings per common share	\$8.21	\$4.37	\$1.90
Diluted average common shares outstanding	10,120	10,151	10,195

## CAPITALIZATION

	2022	2023	2023
Total debt	—	—	—
Shareholders' equity	458,505	488,014	499,737
Total debt to total capital	0%	0%	0%

\* \$ Thousands, except per-share amount



# Business Performance

## FY2023

FOCUSED ON INNOVATION

### Fishing



**\$492.9 M**

FY2023 NET SALES

In Fishing, revenue decreased 6 percent as demand moderated to pre-pandemic levels. We're industry leaders, and innovation is key to sustaining our position. We're excited about the broad line of new products we announced during our fiscal third quarter.

Minn Kota® announced the QUEST™ Series, featuring all-new brushless trolling motor technology that gives anglers ultimate control in tough fishing environments. Minn Kota also launched a restage of all its bow-mount trolling motors, introducing a brand-new look and an updated technology suite full of angler-friendly enhancements and more seamless integration with Humminbird® fish finder technology.

### Diving



**\$85.1 M**

FY2023 NET SALES

Diving sales increased 8 percent, comparing favorably to the prior fiscal year, as the global dive market continued its recovery.

SCUBAPRO® marked 60 years as the world's most trusted dive brand with new, innovative gear. The Galileo 3 (G3), a premium watch-style dive computer available in a special anniversary edition, combines sleek design and easy readability.

The Luna 2.0 is an intuitive all-purpose dive computer designed to be one of the thinnest on the market. The next-gen S-Tek Fin provides maximum power, while Everflex YULEX® wetsuits are built with a plant-based foam made from natural rubber—no neoprene. And with new bag lines, divers can transport and protect their gear in style.

## 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  
SCUBAPRO® | Diving Gear  
SCUBAPRO® | Regulators & Computers

### Camping



**\$45.3 M**

FY2023 NET SALES

Camping sales decreased \$25 million due to declining demand as well as the sale of the Military and Commercial tents product lines.

We made the tough decision to exit our Eureka® product lines and will increase our focus on the Jetboil® franchise. Jetboil has experienced tremendous growth over the past 5 years, fueled by innovative offerings such as the Jetboil Flash, Jetboil Stash and Jetboil Half Gen personal cooking systems, valued for their blistering-fast boil times, small form factor and reliability. Jetboil offers a full range of options to elevate mealtime deep in the backcountry, or out in the backyard.

### Watercraft



**\$40.7 M**

FY2023 NET SALES

Watercraft Recreation sales decreased \$27.2 million, reflecting significant reductions in market demand.

The revolutionary Old Town® ePDL+™ generated buzz with its new-to-the-world technology, an integrated battery-powered pedal drive. Our breakthrough e-pedal fishing kayak, the BigWater ePDL+ 132, won “Best of Category” for Boats and Watercraft at the 2023 ICAST New Product Showcase.

Like all fishing kayaks in the popular Old Town Sportsman line, the BigWater ePDL offers plenty of customizable and comfort features. Anglers can go farther, manage heavier currents and fish harder, taking their experience to the next level.



# Leadership

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



## EXECUTIVE TEAM



### TOP

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

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

### CENTER

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

**Bill Kirchner**  
Group Vice President,  
Fishing

**Terry Troutman**  
Vice President,  
Global Operations &  
Supply Chain

**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.



**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 is a board member of Skyword, a content marketing software and services company; the Ad Club of Boston; and 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. She currently serves on the Foundation Board of St. Louis Children's Hospital and joined the board of Packsize in 2022. 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.



**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.

**www.JohnsonOutdoors.com**

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