



Environmental, Social and Governance Impact Report

FY2021

NYSE: VSTO

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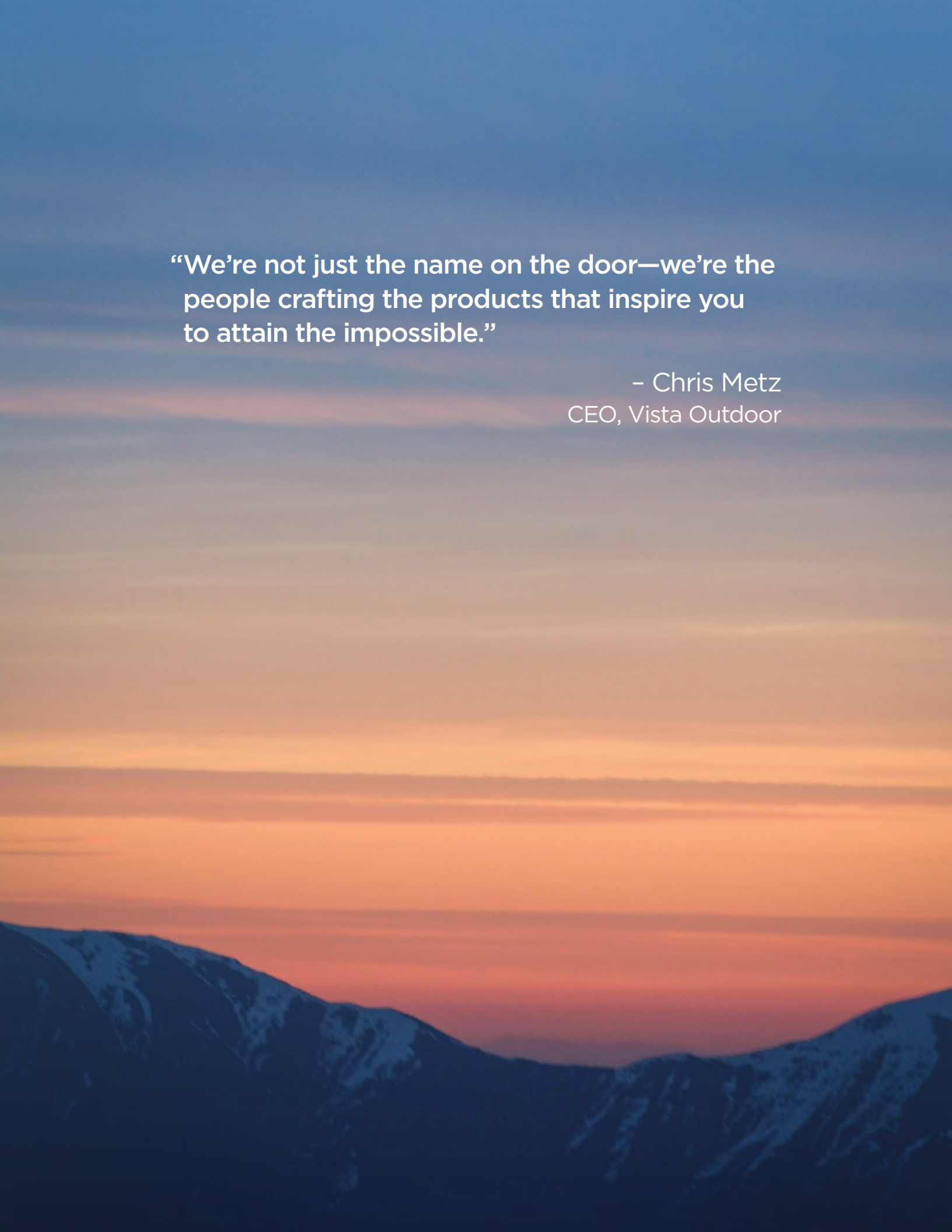
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“We’re not just the name on the door—we’re the people crafting the products that inspire you to attain the impossible.”

– Chris Metz
CEO, Vista Outdoor

Dear Stakeholders, At Vista Outdoor, we believe that common ground can be found outside.

Outdoor experiences can bring people together, regardless of differences. Vista Outdoor seeks to make products that enhance outdoor experiences and enable those connections to form.

We are a diverse set of brands united around a shared desire to get people outside. Our brands make products that enhance consumers' outdoor experiences, whether they choose to spend their time hunting, hiking, cycling or cooking a meal for friends and family.

That diversity gives our business strength, allowing us to meet our consumers' needs wherever they decide to recreate. It also informs our approach to our Environmental, Social, and Governance (ESG) initiatives. Our ESG program must focus on common ground issues that unite all of our brands, such as reducing the environmental impact of our operations, providing fulfilling career opportunities for our people, enhancing diversity in our workforce, and ensuring effective and transparent corporate governance. But we must also leave space for our diverse brands to pursue their own ESG priorities.

This dual approach informed our Vista 2030 Vision, which we first articulated in our Fiscal Year 2020 ESG Impact Report. Vista 2030 encompasses a set of goals and principles around environmental sustainability, diversity and inclusion, supply chain management, product safety, governance and other topics that we use to instill ESG discipline across our businesses and drive our long-term success. But Vista 2030 was not prescriptive about how each of our brands must achieve those goals and live up to those principles. Just as we allow each of our brands to set their own course in how they connect with their target consumers and deliver products that meet their needs, we must allow each of those brands similar flexibility to set ESG priorities and determine the best way to make meaningful incremental improvements each year. By doing so, our brands are empowered to drive new innovation within products, packaging, and processes across their unique businesses - a necessity to creating a more sustainable ecosystem. But it doesn't stop there. We are continually challenging ourselves to do better, so we can do good.

We are proud to share the enclosed Fiscal Year 2021 ESG Impact Report, which provides an update on the progress we have achieved this past year toward reaching our Vista 2030 Vision. Our Fiscal Year 2021 ESG Impact Report contains both an update on our enterprise-wide ESG efforts and a selection of "Changemaker" stories and other highlights from our individual brands.



Despite our achievements, we know much work remains to be done. This report is a progress update, not a declaration of victory. In Fiscal Year 2022 and beyond, we will continue to focus on making steady, incremental improvements in sustainability, diversity and inclusion and other areas that are essential to our people, our planet and our progress. We are focused on driving long-term success for all of our stakeholders.

I am excited about the future. We are serving millions of new outdoor enthusiasts who are more diverse and more active. We have durable underlying business fundamentals with low debt, strong cash flow and a disciplined, nimble and purpose-driven culture. Our combined scale, resources and expertise allow us to invest for sustainable future growth and achieve a level of excellence that would be out of reach for our brands individually.

The future is bright for Vista Outdoor. We look forward to continuing the journey.

Thank you,

Chris Metz
Chief Executive Officer, Vista Outdoor

Fiscal Year 2022 Priorities

- + Build the depth and quality of our ESG disclosures and metrics
- + Continue to improve diversity within the Vista Outdoor organization, board, and management team
- + Leverage marketing and product development efforts to invite new and more diverse users to try outdoor experiences
- + Expand efforts to reduce the impact of our business operations on the environment through recycling, reductions in packaging waste, and efficient energy usage



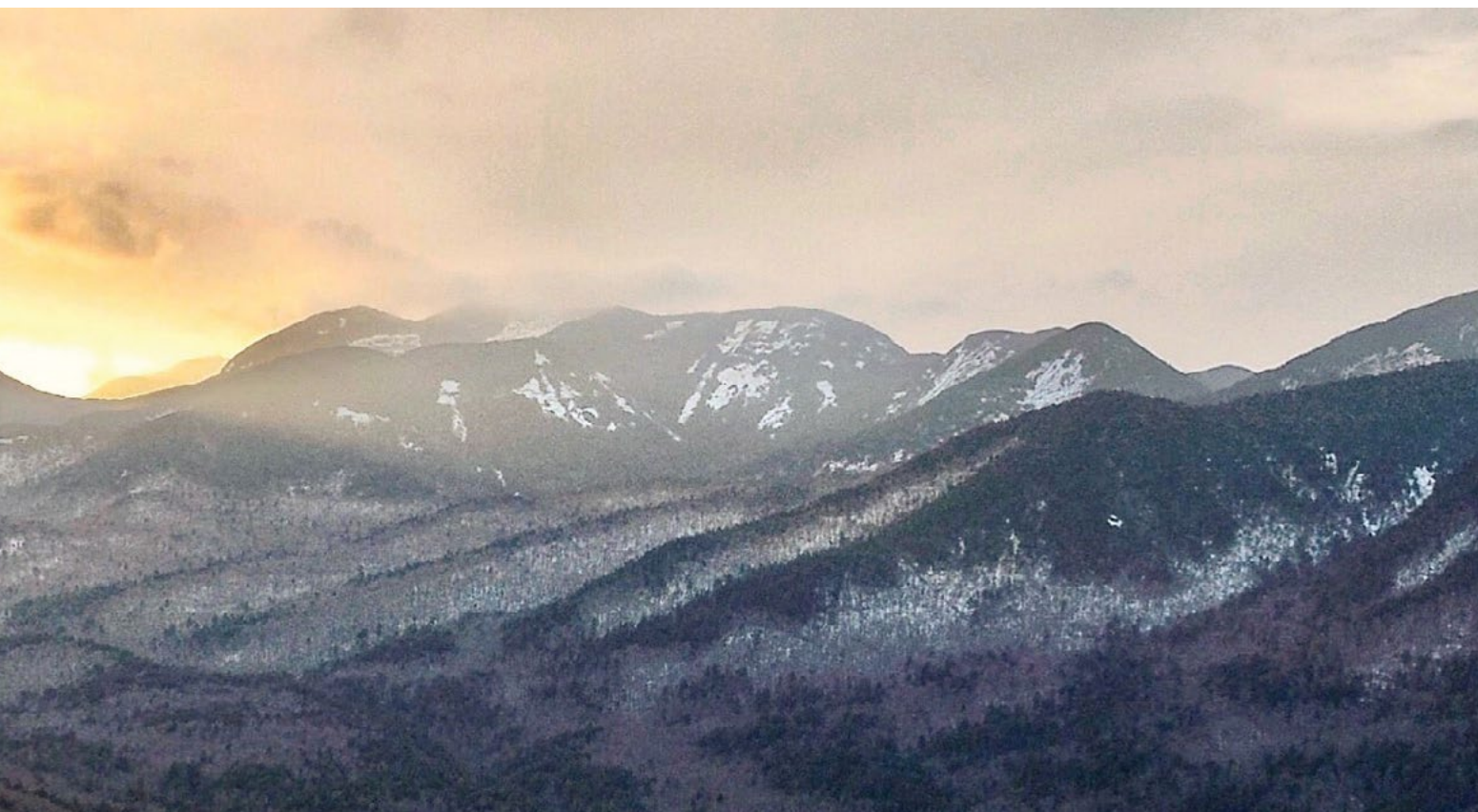
Our Purpose, Vision, and Commitments

Our Purpose

To be known as a passionate outdoor company with the brands, products, and culture that unite people around a shared love and responsibility for the outdoors.

Our Vision

To build powerhouse brands that empower people to achieve their goals and live their best outdoor lives.



Our Commitments

Invest In People

A strategy is worthless without the right team. We recruit for, support, and invest in talent that will be dedicated and confident employees who will deliver our long-term impact and success.

Create Safe Environments

The well-being and physical safety of our employees, along with the safe design, manufacture and use of our products, is paramount to our purpose.

Lead through Innovation

We challenge conventions and discover the unmet needs of our outdoor communities so we can create products to elevate the experience of our consumers. Pursuing innovation and maintaining high quality standards is in the DNA of Vista Outdoor, our processes and the performance of our products.

Promote Stewardship and Participation

Our duty is to preserve wildlife and enhance the wild places where they live. We will be catalysts to advocate for policy that protects these spaces while ensuring responsible use and access for all. Furthermore, we will pursue sustainable business operations to ensure a light footprint on our environment.

ESG Report Highlights

100% Total Material Use from derived recycled material used in ammunition packaging.

12 Bell Joy Ride Ambassadors across the country. The program was created to inspire and enable female cyclists with regular, structured, fun and social rides that appeal to all levels of riders.

4,800 Total Pounds Saved of styrofoam by switching to cardboard based honeycomb packing material for certain Camp Chef shipments.

84% Amount of Camelbak product that will meet their REPURPOSE sustainability criteria in 2022.

13 million Pieces of paper saved by digitally converting Bushnell Optics owner's manuals and quick start guides.

41 Number of conservation and wildlife organizations that have joined Vista Outdoor in supporting the Conservationists for Climate Solutions Policy Statement and Framework.

50% Amount of recycled nylon, polyester, elastane and Econyl Lycra made from reclaimed fishing nets and other ocean debris in the Giro Renew Series line.

\$3 million Initial Investment in the Vista Outdoor Foundation to fund grants for non-profit partners and programs that unite outdoor enthusiasts.

40 Consumer safety, veterans, military family, and conservation organizations supported.

19% Percentage of people of color in Vista Outdoor's domestic workforce, up 13% from last year.

90% Independent Board of Directors.

29% Percentage of women in Vista Outdoor's domestic workforce, up 3% from last year.

\$30,000 Dollars donated to Pedal Power Minnesota following the theft of their biking equipment for youth.

2.33 Total Reportable Rate amongst our domestic shooting sports facilities.

57 Students of Vista Outdoor employees who have received \$57,000 in college scholarship awards, with 71% of awards going to young women.

22% Percentage of people on the Vista Outdoor Board of Directors who are women.

Vista Outdoor At A Glance

Vista Outdoor is a leading global designer, manufacturer, and marketer of outdoor recreation and shooting sports products. We are headquartered in Anoka, Minnesota and employ approximately 5,900 skilled workers worldwide. We have multiple manufacturing and distribution facilities across the U.S., Canada, Mexico, and Puerto Rico along with international customer service, sales, and sourcing operations in Asia, Canada, and Europe.

We operate through two reportable segments: Shooting Sports and Outdoor Products. Together, our segments serve the outdoor sports and recreation markets through a diverse portfolio of well-recognized brands that provide consumers with a wide range of performance-driven, high-quality and innovative products. We serve a broad range of consumers, including outdoor enthusiasts, hunters and recreational shooters, athletes, as well as law enforcement and military professionals. We have a scalable, integrated portfolio of brands that allows us to leverage our deep customer knowledge, product development and innovation, supply chain and distribution, and sales and marketing functions across product categories to better serve our retail partners and consumers.

We are passionate about our purpose, vision, and commitments. We tirelessly evolve our products in ways that match the drive of the people who put them to work in the field, on the course, in the wild and on the battlefield. We're not just a name on the door—we're the people crafting the products that help inspire you to attain the impossible.

“Being prudent environmental citizens is not only good for our planet, it’s good business. We are focused on operating in cleaner and more efficient ways that will preserve our planet and allow people to enjoy the outdoors.”

– Kelly Reisdorf
Chief Communications Officer and
General Manager, Venor





Vista Outdoor Changemakers

CamelBak Continues to Do Things Differently

Sustainability starts with good intentions and continues through a deep commitment to purposeful action.

This sentiment speaks to CamelBak's mission and vision for playing a role as strong environmental stewards. The company thoroughly understands that achieving this endeavor for the long term, on any scale, requires continuous due diligence and dedication. Discovering new ways to design and construct products to lessen CamelBak's ecological footprint has, and will always be, one of their core tenets.

As an outdoor lifestyle brand, CamelBak is constantly making strides towards fully incorporating sustainability into every thread of their business DNA. Their progress to this end is fueled by looking to the future, doing more tomorrow than they did today.

Earlier this year, CamelBak launched their REPURPOSE initiative (Reformulate, Reuse, Rethink, Repackage, and Reduce) which is a system that assists in generating environmentally safe product solutions in tandem with utilizing improved sustainable packaging, materials and manufacturing. These changes in best practices result in having a significant and positive impact on the environment with the proactive goal not to make more, but to do more - with less.

With that ethos always top of mind, CamelBak recently converted its entire lightweight and durable hard plastic water product line to Tritan™ Renew, a plastic made with 50% certified recycled material*. Tritan™ Renew is rugged, long-lasting, and BPA, BPS, and BPF free. It is powered by a revolutionary new recycling technology made by Eastman that transforms single-use waste into basic building blocks used to make high-performance, food-safe materials. This process offsets the use of fossil fuels by using plastic waste that might otherwise end up in landfills and lowers greenhouse gas emissions compared to other plastics. This CamelBak product addition augments its already eco-friendly lineup and represents every 'R' in their REPURPOSE system, satisfying a thirst for sustainability while also supporting the planet.

"It's critical that we have an eye towards the impact we are having on our environment and the outdoor space that we live and recreate," said Greg Williamson, CamelBak President. "One of the values that we hold dear is that good is not good enough, that we always have to be striving to be better."

CamelBak's pack line has also made the list with eco-smart upgrades. For 2022, 84% of all product lines will meet REPURPOSE criteria which includes one or more of the following:

- + Solution-Dyed Liners
- + C-0 DWR coatings (durable water repellents)
- + Fabrics made from recycled materials

There is also an update to CamelBak's brand partnership with Bluesign System which it entered into to further enhance sustainable solutions in CamelBak's supply chain. The Bluesign System unites the entire textile

supply chain to jointly reduce its impact on people and the environment with a goal to link chemical suppliers, textile manufacturers, and brands together to foster a healthy, responsible, and profitable industry. All Bluesign approved materials used in CamelBak products comply with strict criteria regarding safe chemicals and resource-efficient, earth-friendly production processes. New for 2021, select CamelBak packs (Rogue Light, Classic Light, Hydrobak Light, Chase Vest, MULE Pro 14, HAWG Pro 20) incorporate Bluesign certified textiles in the main body.

And then there is CamelBak's "Got Your Bak™" Lifetime Guarantee: If we build it, we'll Bak it. CamelBak has built its reputation by engineering products that exceed customer expectations for quality and durability. The Got Your Bak™ Lifetime Guarantee covers all reservoirs, backpacks, bottles and accessories from manufacturing defects in materials and workmanship for the lifetime of the product. This warranty program, started in 2011, supports CamelBak's distinction for superior craftsmanship. It also distinguishes the company as an early leader of establishing sustainability measures.

The drive to collectively promote an eco-conscious awareness and preference will help ensure future generations can enjoy the planet like we do today. That narrative has gained momentum with each passing decade. CamelBak continues to innovate as they develop and pursue processes and products keeping a mindful eye towards the environment and its future.

Ultimately, the responsibility of sustainability lies within all of us—makers and consumers.

**Made from certified recycled content through a third-party mass balance allocation process.*



Bell + Giro + Blackburn—A Trio of Vista Outdoor Brands Making Cycling More Accessible

Vista Outdoor's trio of biking accessory brands, Bell, Giro, and Blackburn firmly believe that outdoor spaces and recreation should be accessible and beneficial to everyone. "The more people who ride, the better off we all are," says Ric Kern, President Bell/Giro.

What began as an Instagram comment encouraging the cycling accessory brand Blackburn Design to adopt a more inclusive marketing message quickly developed into a partnership between the 45-year-old company and a cycling pioneer with a far reach. Blackburn partnered with Erick Cedeño, a bicycling advocate, cyclo-tourist, and the one-person-show behind The Bicycle Nomad. As a paid brand ambassador, Erick is helping to broaden the brand's perspective and supplement the company's social media posts and engage the public through cycling initiatives. Blackburn Design's latest film, *The Nomad*, shares Erick's story, including what it means to travel by bike and his thoughts on why everyone belongs in the outdoors. This film represents just a small part of Erick's journey. Filmmaker Brian Vernor spent three days with Erick riding and camping in California's Los Padres National Forest. To view the film, [click The Nomad](#).

Then there is Giro's Flashpoint MVMNT. Giro is stepping up to challenge the current perception of cycling by promoting four riders who don't fit a narrowed stereotype. Kathy Pruitt, Andrew Jackson, Amanda Schaper, and Nehemiah Brown come from different backgrounds and are united in a common goal to introduce new audiences to cycling. These cyclists are committed to proving that riders don't need a specific look or uniform to feel comfortable cycling and should not be defined by skin color, gender, age, body type, cultural background, household income, or equipment preferences. Beyond race results and podium placings, Flashpoint MVMNT plans to lead the charge by creating inclusive content that showcases faces and personalities that a broader group of people can identify with. Click to learn more about [Giro's Flashpoint MVMNT](#).

To round out Vista's bike brand trio's goal of making cycling more accessible to everyone, Bell continues to grow their Bell Joy Ride program which was founded in 2016 to help remove barriers of entry for women who are interested in mountain biking. The concept began organically in Bell's backyard. Bell Helmets currently sponsors 12 Joy Ride ambassadors across the US and Canada, each organizing monthly rides in their local community. The program is designed to inspire and enable female cyclists with regular structured fun through social rides that appeal to all ages and experience levels of riders. During this past year's pandemic, many ambassadors and their participants used virtual platforms to stay connected, with topical discussions around debunking common bike myths, sharing riding tips, and addressing proper bike and equipment fit. Read more about the Bell Joy Ride program, [click here](#).

Efforts to increase diversity in bike ridership, broaden its accessibility, and create a movement toward more connection, gender inclusivity, and racial equality within the biking and cycling community are all impactful actions that Giro, Bell, and Blackburn are engaging in two wheels at a time.

Ammunition Innovation and Conservation Funding Within Vista Outdoor

In a year of historic ammunition production, the people of Federal, Speer, CCI, Remington, and HEVI-Shot deserve to be recognized for their production achievements while also honoring the conservation ethic that lives within all of us.

Federal Ammunition demonstrated leadership this past year to cut costs and improve sustainability through their conversion of materials. They recently introduced a new shotshell offering that features a paper wad to offer an alternative to plastic. This new feature adds to Vista Outdoor's industry leading shotshell offerings that include steel, bismuth and tungsten shot. The paper wad product offering is a small but significant step toward sustainable materials, while maintaining Federal's excellent performance standards.

Conservation funding has been a consistent piece of Vista Outdoor's conservation legacy. For example, the firearms and ammunition industry came together in 1937 to create the Pittman-Robertson Federal Aid in Wildlife Restoration program. This bipartisan legislation was intended to turn the tide on wildlife degradation by creating a "user-pays" system where hunters and enthusiasts lead the way in funding habitat and wildlife conservation.

Since that time, the hunting community has paid more than \$11 billion into the Pittman-Robertson Federal Aid in Wildlife Restoration program, preserving millions of acres of habitat and recovering countless herds and species of wildlife. Over the past five years, Vista Outdoor has paid nearly \$400 million of Pittman-Robertson taxes to support conservation through this program and is one of its most vocal and active supporters.

Our ammunition brands are also leading the industry when it comes to consumer choice. Since 2009, the ammunition platform has brought dozens of new products to market that offer consumers non-lead alternatives. This commitment to choice and innovation was expanded in February 2021 with the acquisition of HEVI-Shot. HEVI-Shot is an industry leader in the manufacturing of high performance, non-lead shotshell ammunition.

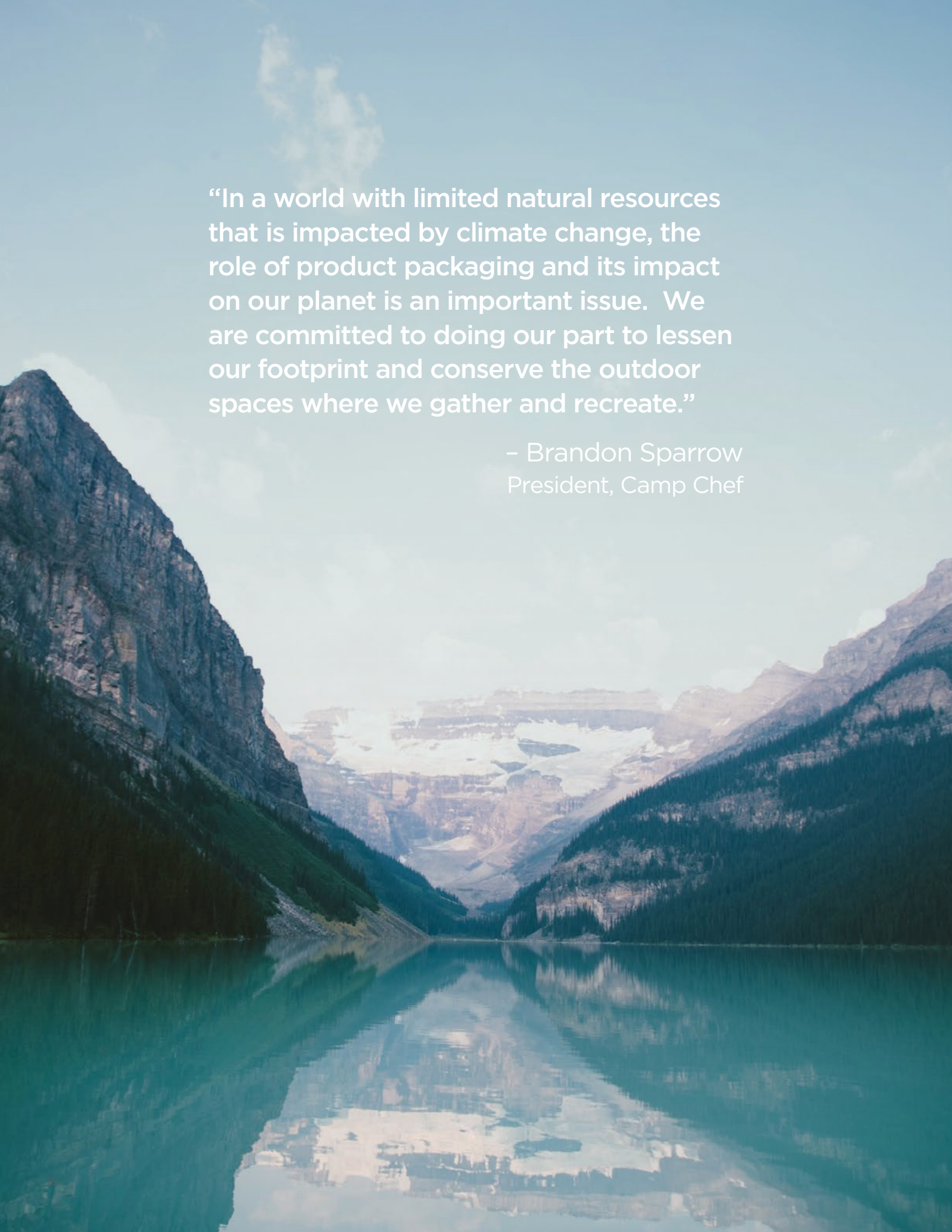
"Our ammunition business leads the industry in the use of recycled lead and other materials. We believe our innovation is good for the natural world and also for our bottom line. If shooters prefer to use non-toxic ammunition or if they are required, our broad offerings lead the industry for the end user," said Jason Vanderbrink, President of Federal, Speer, CCI, Remington and HEVI-Shot.

To further expand options and innovation, Federal has developed an exclusive line of Trophy Copper rifle ammunition that is co-branded with Steve Rinella and his MeatEater brand. Rinella is a well-known and respected, outdoorsman, conservationist and leader of the Field-to-Table hunting movement.

“Creating new and innovative ammunition designs that support environmental conservation and consumer choice continues to be a rising focus and a driver towards our ongoing ESG initiatives.”

– Jason Vanderbrink
President, Ammunition



A full-page background image of a majestic mountain landscape. In the foreground, a calm lake reflects the surrounding scenery. The middle ground features steep, forested mountainsides. In the background, a large glacier is nestled within a mountain valley under a clear blue sky with a few wispy clouds.

“In a world with limited natural resources that is impacted by climate change, the role of product packaging and its impact on our planet is an important issue. We are committed to doing our part to lessen our footprint and conserve the outdoor spaces where we gather and recreate.”

– Brandon Sparrow
President, Camp Chef

Taking Steps to Reduce Vista Outdoor's Packaging, Plastic and Paper Footprint

Climate change has highlighted the role of product packaging and its impact on those global concerns is gaining increased attention among stakeholders including manufacturers, retailers, supply chain partners, and consumers.

According to a [2020 study conducted by McKinsey](#), 55 percent of US survey respondents reported that they are concerned about the environmental impact of product packaging. There is an urgent need to tackle the environmental problems associated with plastic and paper waste, especially as 95% of plastic packaging is created for single-use. [The United Nations Environmental Programme](#) estimates that of the 8.3 billion tons of plastics produced since the 1950s, about 60 percent has ended up in a landfill or the natural environment. The 8-12 million tons of plastic litter that ends up in the ocean every year is one of the most visible and alarming signs of this problem.

It is in this area that our brands are making progress towards reducing that environmental impact. As a consumer products company and as part of Vista 2030, we want to be part of the solution. That begins with a commitment to track and report packaging metrics, which we are doing through our ESG reporting.

Over the past twelve months, three brands have adjusted the materials in their packaging to be more eco-friendly.

- + Camp Chef saw an opportunity to innovate their packaging and lessen their impact on the environment. By switching to a cardboard based honeycomb packaging design, they saved 4,800 pounds of styrofoam from ending up in landfills.
- + Bushnell shifted their packaging for its Optics product line (2.2 million units of binoculars, riflescopes, and laser rangefinders) to cardboard-based packaging rather than plastic. The company also took significant steps to reduce paper consumption by modifying their owner's manuals to "quick start" guides and migrating the rest of the content to a digital format, saving more than 13 million pieces of paper in the process.
- + Giro has approached plastic waste from a different angle. Their Renew Series products are made from 50% recycled nylon, polyester, elastane and Econyl Lycra made from reclaimed fishing nets and other ocean debris. Every style in the Renew Series offers UPF protection. The products provide 100% of the comfort, performance and durability you expect from Giro, while reducing environmental burden and improving the health of our planet. Currently, 30% of Giro's entire apparel product line uses recycled materials, and 47% of their styles use Bluesign approved materials. To learn more about Giro's Ride Recycled initiative, [click here](#).

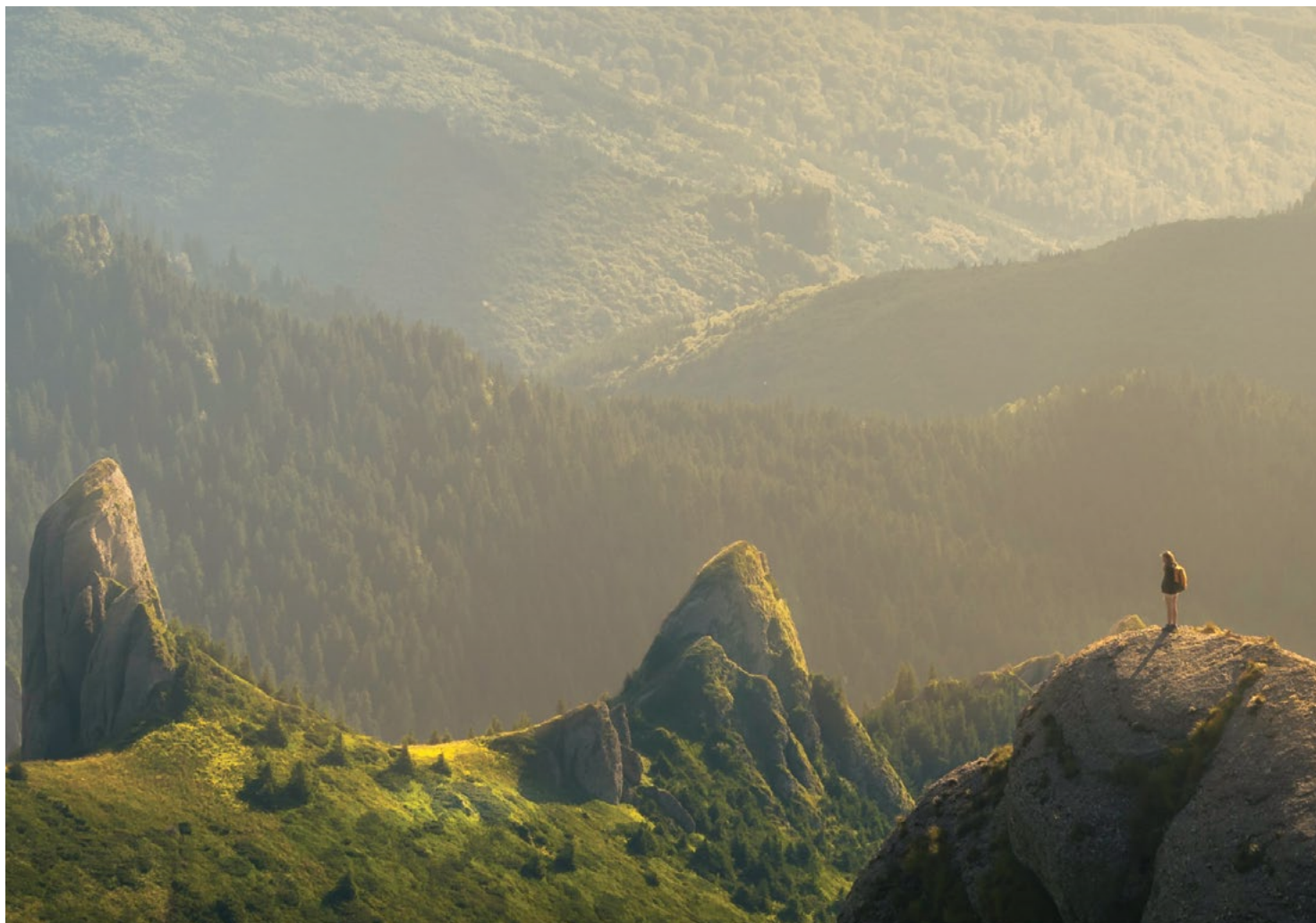
Camp Chef, Bushnell and Giro and other Vista Outdoor brands continue to look to the future and are actively making efforts to overhaul packaging as part of the Vista 2030 initiative. By implementing packaging re-designs using recycled or environmentally conscious materials makes them sustainable as well as functional and serves to help reduce the volume of waste sent to landfills.



A scenic view of a mountain range at sunset or sunrise. The sky is filled with soft, warm light, and the mountains are silhouetted against the bright sky. A large evergreen tree is in the foreground, and a river is visible in the distance.

“Environmental stewardship, conservation of natural resources and community are core values at Vista Outdoor. We believe that everyone is welcome in the outdoors.”

– Vishak Sankaran
President Hunt/Shoot and Golf



Environmental Overview

Playing a role in preserving our environment is inherent to Vista Outdoor's mission.

Our contributions to improving the state of the natural resources we collectively rely on, such as clean air and water, we view as our duty. Integrating sustainability into our best practices supports our decision-making, risk mitigation and environmental stewardship.

We approach conservation and environmental responsibility in two distinct ways: public policy and business operations. Each category can drive meaningful improvements in environmental outcomes, and with a dual approach we can make a larger impact.

Policy Overview

We are one of the only companies in the outdoor industry to have a government relations team directly on the ground in Washington, D.C.

Through this direct engagement, Vista Outdoor has successfully and meaningfully shaped policy in many different categories including those to support land conservation, outdoor recreational access, and climate change initiatives.

We achieve our policy objectives through industry engagement and partnerships. Vista Outdoor is represented in two Outdoor Industry Associations Advisory Committees, one covering trade and the other covering recreation. We are represented on the boards of the Congressional Sportsmen Foundation, National Shooting Sports Foundation and a variety of other organizations focused on habitat, access, and conservation.

As a company, we believe it is important to foster dialogue around policy, and even more importantly, directly advocate for causes and positions vital to our industry. The following pages include a few of the past year's spotlights.

Bike Connectivity - Connecting America's Active Transportation System Act

We are committed to ensuring that all Americans have access and the opportunity to experience the outdoors. Our products, including hydration packs, bike helmets and e-Bikes help individuals across the country access low-cost and safe transportation options through cycling.

We are actively supporting legislation in the United States Congress known as the Connecting America's Active Transportation System Act. This important legislation will help fund safe and connected bicycle routes, a need that is particularly pressing for underserved communities where low rates of car ownership combined with diminished access to safe and seamless bicycling routes, make it harder for people to get to work or other critical destinations.

The bill's infusion of \$500 million for Active Transportation Connectivity Grants will help remove these long-standing barriers and will create access to regional networks that will improve access for underserved communities.

Great American Outdoors Act

The outdoors was a uniting force in 2020. People ventured outside in record numbers and Congress came together to pass the most significant outdoor legislation since the 1960's. The bill, known as the Great American Outdoors Act, directs funding to reduce the growing maintenance backlog on our public lands and national recreation assets, which are increasing the burden for land management agencies and visitors. The legislation also provides \$900 million annually to the Land and Water Conservation Fund, which will help develop more conservation and outdoor recreation opportunities on both the federal and state level.

Vista Outdoor actively lobbied for this legislation and was pleased to see it enacted by our policymakers in Washington, D.C.

Diversity and Inclusion in the Outdoors

As the Great American Outdoors Act transitioned from legislation to law, we advocated for the implementation of the funding with key federal agencies. We specifically called for expanded recreational access and funding in underserved communities through the Land and Water Conservation Fund (LWCF). As a result, we were pleased when the United States Department of the Interior set aside \$150 million to local communities through the Outdoor Recreation Legacy Partnership (ORLP) grant program. This program is designed to support economically disadvantaged communities through recreation funding. This provides local leaders with an important tool in creating more equitable access to quality local outdoor spaces and parks.

Climate Change

Vista Outdoor became the first company to endorse the Conservationists for Climate Solutions Policy Statement (Climate Statement). The Climate Statement is a first-of-its-kind framework that offers a comprehensive climate plan based on proven, bipartisan land, and water management strategies. The Climate Statement outlines detailed solutions for policymakers in the areas of Agriculture, Forests, Rangelands, and Grasslands, Oceans, Rivers, Lakes, and Streams, Wetlands, Coastal Resilience, and Adaptation.

Improved management of land, water, and our natural resources can support national carbon sequestration and emissions reduction targets. These natural sequestration improvements are significant. A recent study found that the United States could mitigate 20% of its carbon emissions through natural solutions, which is equivalent to removing emissions from all cars and trucks on US roads today. And for Vista Outdoor, these targets support our long-term business viability. A healthy climate is conducive to outdoor recreation whereas environmental degradation could deter or limit future outdoor activities and our business.

The Climate Statement is endorsed by 41 outdoor associations; these associations, much like Vista Outdoor, cover the full range of outdoor interests, from the Trust for Public Land, the National Deer Alliance and Pheasants Forever. The geographic and political diversity of this membership demonstrates the power of pragmatic solutions and outlines a path forward for bipartisanship in Congress.

Accelerating Veterans Recovery Outdoors Act

The Accelerating Veterans Recovery Outdoors Act became law in December 2020 when it was included in the larger [Veterans COMPACT Act](#). Vista Outdoor and its [brands actively lobbied](#) for this legislation that will make it easier for veterans to use the outdoors as part of their medical treatment and therapy.

“Vista Outdoor has a dual mission of bringing the world outside while also serving those who served us,” said Kelly Reisdorf, Chief Communications and Investor Relations Officer for Vista Outdoor and a United States Marine. “We are focused each day on getting people outdoors while also finding ways to support veterans in the workplace and in our communities. When we can support programs that advance the outdoors and veterans, it’s a win-win and something we pursue with full force. I am proud that Vista Outdoor and our leading brands joined forces to support this important legislation.”

Business Operations Overview

The second way that we approach conservation and environmental stewardship is through the operation of our business.

We believe all companies—especially those in the outdoor recreation industry—have an opportunity and a responsibility to behave in environmentally-conscious ways.

As part of Vista 2030, we have developed standards and controls to track and measure environmental impact at our largest domestic production facilities.

More specifically, we are tracking environmental categories as part of ongoing operations planning. The categories include greenhouse gas emissions, recycling, water use, energy management, and packaging. While we already have procedures to comply with relevant international, federal, state, and local governmental rules, regulations and laws regarding these topics. We believe we can and should do more to make our business operations more sustainable while aligning how we work with our broader outdoor mission.

Domestic Manufacturing and ESG KPIs

Domestic Shooting Sports Production Facilities

Source 1 Carbon Dioxide (CO2)
<i>in Kg - Calendar Year 2020</i>
1,532,444

Domestic Shooting Sports Production Facilities

Product Waste Distribution		
in metric tons - Calendar Year 2020		
Waste sent to landfill or incineration for treatment	Nonhazardous Waste sent for recycling	Hazardous Waste sent for recycling
21%	71.5%	57.5%

Domestic Shooting Sports Production Facilities

Water Consumption	Water Withdrawn
<i>in gallons - Calendar Year 2020</i>	
237,511,151	264,771,946

Domestic Shooting Sports Production Facilities

Total Energy Consumption
<i>in megawatt hours - Calendar Year 2020</i>
95,226

Ammunition Packaging Only

Material Packaging Use			
in metric tons - Calendar Year 2020			
Total Material Use for Packaging	Derived from Renewable Material, Post Consumer Recycled Material, and/or Post-Industrial Recycled Material	E-commerce (DTC, e-tail) corrugated/shipping packaging	Corrugated/shipping material use derived from renewable material/post-consumer recycled material/post-industrial recycled material
5,588	5,588	55.88	1,112

“Vista Outdoor is committed to social
citizenship and being a good neighbor.”

– Greg Williamson
President, CamelBak





Social Overview

People are at the center of our success. We employ more than 5,900 people across multiple states, Puerto Rico, and numerous countries.

Our employees lead in the fields of manufacturing, distribution, supply chain management, finance, and marketing, among many other talents and specialties. In total, 70% of our employees are in production roles, directly building or distributing world-class outdoor recreation gear and products for our consumers.

Support for our people drives us at every level. We prioritize employee success and well-being through a strong corporate infrastructure that supports employee engagement, recruiting, professional development, safety, diversity, compensation, and benefits. Our overall commitment and value proposition for our employees begins with culture and is rooted in the success of our business. When we do well, it enables us to do good for our communities, employees, and charitable partners.

Supporting families and communities is about more than just doing good; it's good business. We believe industry, conducting itself in a socially responsible way, cultivates prosperity for everyone.

People Strategy

Against the backdrop of COVID-19, we found new ways to work, connect, and serve our customers relying on our culture and values to guide us.

The global COVID-19 pandemic presented many challenges to our employees, and we went to great lengths to keep them safe. For many in the organization, working-from-home was applied long before policymakers made it a requirement. For employees whose essential functions were performed on-site and in-person, we implemented a variety of protocols to ensure their safety, from social distancing and leave flexibility to altered entry/exit pathways and other regulations and best practices. We also partnered with Care@Work by Care.com for expanded family resources benefits to support our people and their families during the pandemic.

Our talented, dedicated employees are the lifeblood of our company. In addition, support for our people and non-profits, health and wellness, scholarships, diversity and inclusion, and community engagement are critical to Vista Outdoor's long-term purpose and success.



Vista Outdoor Foundation

The creation of the Vista Outdoor Foundation in 2021 was a critical step in support of our effort to bring the world outside. The Vista Outdoor Foundation, allows us to make commitments to non-profit partners that promote conservation, outdoor access, and other causes that unite our diverse portfolio of brands and customers. In addition, the Vista Outdoor Foundation will work with partners to protect open spaces, invite more people outside and create the next generation of outdoor enthusiasts.

“The creation of the Vista Outdoor Corporate Foundation is a critical step in support of our commitment to bring the world outside,” said Chief Executive Officer Chris Metz. “Our Foundation partners will help us protect open spaces, get more people outside and create the next generation of outdoor enthusiasts. The Foundation is a natural progression of our culture, which at its core includes a desire to do well so we can do good.”

Our funding cycle for 2021 has commenced. To learn more about the Vista Outdoor Foundation, [click here](#).

Vista Outdoor Employee Assistance Fund

The Vista Outdoor Employee Assistance Fund was created in FY2021 to help employees who are facing financial hardship immediately after a natural disaster or an unforeseen personal hardship. The Fund relies primarily on individual donations from employees and support from Vista Outdoor Inc. to fund this program. Every contribution helps, and when combined with the donations, can provide a tax-free grant (USA) to help a fellow employee in need when they are facing the unexpected.

Vista Outdoor Learning for Life Scholarship Program

Our Learning for Life Scholarship Program is a company tradition - and an employee favorite - since 2015. Fifty-seven students representing nine states across Vista's family have received \$57,000 in college scholarship awards, with 71% of awards going to young women. The annual program awards \$1,000 individual scholarships to assist children of Vista Outdoor employees in their pursuit of post-high school education, whether they attend a vocational-technical school, junior college, or four-year college or university. In FY2021, we doubled the Learning for Life Scholarship Program to award fifteen annual scholarships, up from seven previously.



Diversity, Equity & Inclusion

We published our first annual Environmental, Social and Governance Impact Report in June 2020. As part of this vision, we committed to becoming a more diverse and inclusive company. Strong and diverse communities are crucial to our success, both in business and in fulfilling our mission to bring more people outside.

We continuously look for ways to meet this objective, from improving our recruiting and marketing efforts to expanding career growth opportunities and external partnerships. In 2020, we began disclosing diversity and inclusion metrics to provide both benchmarks for where we currently stand, and goals for us to strive to meet in the future.

Currently, 19% of our domestic employee base is comprised of persons of color, up from 13% last year. At the senior management level, the figure is approximately 17% for both years.

Currently, 29% of our domestic employees are women, compared with 26% last year. At the Board of Directors level, the figure is 22%, which is flat compared with the previous year. At the Vice President level and above, the figure is 10 percent, which is an increase from 6 percent compared with the previous year. At the Senior Director level and above, the figure is 19 percent, which is an increase from 17 percent compared with the previous year.

Currently, approximately 8% of our workforce are veterans, which is on par with the national average and level as previous year.

Awards Overview

Vista Outdoor is proud to share a few of the awards that have been bestowed upon us this past year. We are truly honored to be recognized for our efforts.

Forbes Names Vista Outdoor as one of “America’s Best Midsize Employers”

Forbes has been compiling and publishing its list of “America’s Best Employers” since 2015, listing rankings for large and midsize employers. The list was formed from an independent survey of 50,000 employees in 25 industries working for companies with at least 1,000 people working in US locations.

“This is a huge honor. We are humbled to be recognized by Forbes as one of America’s Best employers. A cornerstone to our success is the ability to retain and hire the best people in the industry. Strong communities and a more inclusive outdoor industry are crucial to our mission, and we continue to search for and evaluate ways to be a great, inclusive place to work as well as a leader in our communities and the industry,” said Brad Crandell, Chief Human Resources Officer. “Vista Outdoor offers a fast-paced, employee-focused environment that pushes each person to learn and grow.”

Learn more about the recognition and see the Vista Outdoor listing by viewing the [full Forbes’ 2021 list of America’s Best Employers](#).

Camp Chef Earns Best Culture Award

The [Utah Manufacturer’s Association \(UMA\)](#) recently announced Camp Chef as the recipient of its 2020 Best Company Culture Award! Brandon Sparrow, Camp Chef President, [was interviewed by Todd Bingham](#), UMA President, in Camp Chef’s warehouse, providing a time for Brandon to share what it feels like to work at the company. “As a company we’re all about warm and inviting. It’s all about food and fire. It’s all about good times and gathering people together. The first time somebody comes onboard at Camp Chef we say, ‘welcome to the Camp Chef family,’ and that’s very genuine, very real. We mean that. The people I’m around and working with every day, I consider them family.”



Vista Outdoor In the Community

At Vista Outdoor, we believe change happens one community at a time. Here are some of the recent highlights of organizations and events our brands have supported, funds we have raised, and causes we have championed.

Team Shockwave

For the past nine years, Team Shockwave, a combination of Federal and Vista Outdoors employees and their friends and family took the “Polar Plunge” to raise donations for Special Olympics Minnesota (SOMN). This year, Team Shockwave raised \$4,000 for SOMN by lowering themselves into the icy, freezing waters in Anoka, Minnesota.

Flashpoint MVMNT

A new squad of riders is ready to show the new face of cycling. Founded by Giro, Flashpoint MVMNT is a collective of athletes and brands with one common goal: break down barriers and change the image of cycling. They’re committed to proving that you don’t need a specific look or uniform to feel accepted, and that skin color, gender, body type, cultural background, income, or equipment aren’t barriers to entry into this sport. “After a year of turmoil, bikes have never been more popular as a means of exploration, exercise, and adventure,” said Dain Zaffke, Giro Marketing Director.

Toys for Tots

CCI/Speer in Lewiston, Idaho used the 2020 Christmas holiday as the perfect time to support the greater Lewis Clark Valley area's Toys for Tots program. The \$2,500 donation was put to good use for children of families in need. The year-end local impact of the Toys for Tots Lewiston program: 5,656 toys distributed to 1,933 children.

Hope Outdoors

It all started when Tyson Willoughby, Hunt/Shoot National Account Manager, got a call from a hunting buddy. His friend, Bob Fry, received a last-minute request from the [Hope Outdoors](#) organization for his assistance. Hope Outdoors needed to host a young man in the fight-of-his-life with cancer for a family duck hunt, and [Bob's DuckHorn Outdoor Adventures](#) was the perfect location to make it happen. The hunter, Steele Kirwin, was offered a trip to Disneyland from the Make-A-Wish Foundation but Steele said, "I would prefer to give that opportunity to a younger, terminally ill individual, but I have always wanted to do a pheasant/duck hunt with my Dad."

Bushnell, DuckHorn Outdoor Adventures and the local Chapter of Hope Outdoors collaborated to grant Steele's wish. The guest list expanded to include Steele, his mom and dad, his two sisters, and his girlfriend.



California Wildfires

Two Vista Outdoor employees, Chris Killen of Bell Helmets, and Dain Zaffke of Giro, played different roles in helping others during the California wildfires. “We went up the mountain to fight for those who desperately needed the help. We would do it again in a heartbeat.” Chris and his friends, some of whom were up on the mountain with him – are working on an annual event to benefit those who lost homes as they begin rebuilding. Dain Zaffke, Senior Director of Marketing at Giro, wrote a piece about his friend, Justin Robinson, and his heroic efforts to help save 25 homes from the wildfires. The piece was published in [Outside Magazine](#). Dain hosted Justin, his wife, and his two daughters at his home for two weeks during the evacuation.

When members (organizations and people) of communities pull together for a united cause, the potential for positive outcomes becomes unlimited. Being clear about what you stand for becomes a beacon for others and attracts collaborators and kindred spirits the world over. At Vista Outdoor, participation is essential to that end as we all have something to contribute.

Find many more stories in our [Vista in the Community](#) section of our website.

National Law Enforcement Day

Vista Outdoor team members from Anoka, Minnesota and Lewiston, Idaho arranged visits with their local law enforcement agencies to personally say, “Thank You” on January 9, 2021, National Law Enforcement Day.

Federal Ammunition invited members of the Anoka Police department to stop by their facility. CCI/Speer visited six agencies including the Clarkston Police Department and Nez Perce County Sheriff’s Office. Each team handed out coffee and law enforcement calendars and a branded Law Enforcement LED sign for each building.

Wounded Warrior Project

Federal Ammunition continues its unprecedented support of the Wounded Warrior Project (WWP). The effort, which began in 2011, supports programs and services with an annual contribution to the Minnesota Wounded Warrior Charity Golf event. That contribution now nears \$250,000.

Wounded veterans face significant challenges when they return to civilian life. Through the generous support of donors and corporate partners, WWP provides support during their recoveries, wherever they are in that journey.



Safety Overview

We operate in a highly regulated environment in the US and international markets.

US federal, state, and local governmental entities, and foreign governments regulate many aspects of our business through product safety standards, laws and regulations, including California's Safe Water and Toxic Enforcement Act, Europe's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH), Europe's Restriction of Hazardous Substances Directive (RoHS) and the US Toxics in Packaging Clearinghouse (TPCH).

While employees across our locations work to ensure compliance with the product safety laws and regulations that apply to their products, we have a team of dedicated professionals within the corporate Compliance Department who oversee all aspects of product safety and compliance across the company. Our product safety and compliance personnel have broad and diverse academic and experience credentials and are often sought out by regulators, law enforcement, other industry participants and internal stakeholders to serve as expert consultants and witnesses. Together with robust internal policies and procedures, this organizational structure helps ensure that we meet our continuing obligations to regulators and consumers throughout the product life cycles and keep our employees safe.

On the consumer side, as an outdoor sports and recreation company, we believe that our consumers should be safe when engaging in the outdoor activity of their choice. We partner with a variety of organizations who share these same goals, support policies that advance safety initiatives and use our brand platforms to educate and share best practices for the safe use of our products.

Safety Statistics

Domestic Shooting Sports Production Facilities

Employee Safety	
Total Reportable Incident Rate* - Calendar Year 2020	
TRIR	2.33

*TRIR quantifies an organization's past safety performance by calculating the number of recordable incidents per 100 full-time workers during a one-year period. The formula is set by the Occupational Safety and Health Administration (OSHA). $[\text{Number of injuries and illnesses} \times 200,000] / \text{Employee hours worked}$. 200,000 is the benchmark established by OSHA to represent the total number of hours 100 employees would log in 50 weeks based on a 40-hour work week.

Vista intends to expand its data collection and reporting to the Outdoor Products segment.

Product Recall Update

Vista Outdoor had two voluntary safety-related product recalls during FY2021. These two recalls did not involve consumer injuries and were initiated out of an abundance of caution in coordination with the Consumer Product Safety Commission (CPSC) and other international regulatory agencies. Vista Outdoor utilizes a multi-faceted communication plan in its product recalls, including through social media, its distributor and retailer network, a press release, and other appropriate forms of outreach.



Partnerships Overview

We also connect with people, community, and conservation through partnerships. As a company, we believe that more progress can be made when we join forces with like-minded organizations who share our approach to conservation and environmental stewardship. Through these partnerships, we leverage each other's strengths and achieve more results than what can be done individually.

Remington Sponsorships

One of the first actions taken after Vista Outdoor revived Remington Ammunition from bankruptcy was to identify how and where Remington could re-engage in the community to make a positive impact in Lonoke and the state of Arkansas.

In October 2020, two Arkansas organizations were chosen for sponsorship – Special Olympics Arkansas and Open Arms Shelter. Remington previously supported these organizations, but their financial condition from prior ownership forced them to pull back in recent years. The team is ecstatic that Vista Outdoor is helping revive this valuable community impact.

Passion for Pedal Power MN

Pedal Power MN teaches fourth and fifth graders in northeast Minneapolis how to ride a bike and then they explore the city together. However, in November 2020, thieves stole the nonprofit's unmarked trailer with 30 bikes inside of it from an elementary school's parking lot.

Mark Trumper started Pedal Power with Susan Tuck back in 2012. The former Pillsbury School teachers (now retired) noticed about a third of their fourth and fifth graders did not know how to ride a bike. So they started teaching them. A big part of their mission is to make biking more equitable.

While the program had been put on hold due to the pandemic, they had just acquired a second trailer in the spring to keep expanding. Trumper said it took years to build up their fleet of bikes. "We've always been on a shoestring budget, cobbling things together, and we really wanted to expand and reach all the kids in the northeast part of the city," Trumper said.

As news spread about the theft, so did the support. "I saw it on the news... I was just really upset by it," said Kelly Reisdorf, Chief Communications and Investor Relations Officer for Vista Outdoor.

Vista Outdoor led local support for the Give Minnesota Pedal Power campaign, with 235 other Minnesotans joining in support. The Vista Outdoor \$30,000 donation fulfilled Pedal Power's goal of reaching \$50,000. Bike equipment was also donated from Vista Outdoor brands such as Bell, Blackburn and CamelBak. "I love their mission of getting more kids, people, communities enjoying the outdoors and part of that is access and part of that is having access to equipment," Reisdorf said.



New Partnerships

Special Olympics Arkansas

Provide year-round sports training and athletic competition in a variety of Olympic-type sports for all children and adults with intellectual disabilities.

Open Arms Shelter

Open Arms Shelter provides temporary and long-term housing to children who are victims of abuse and neglect from birth up to 18 years of age.

Pedal Power MN

Pedal Power has created a model for 4th and 5th grade classes to go out for weekly rides with their teachers, use bikes instead of buses for field trips when possible, and ride year-round with an after-school group to locations all over Minneapolis.

Melanin Base Camp

We want to increase the visibility of outdoorsy black, indigenous, people of color, to increase our representation in the media, advertising, and in the stories we tell ourselves about the outdoors.

Unlikely Hikers

Unlikely Hikers is a nationwide hiking group pursuing the goal to redefine who and how “outdoorsy” is defined. Specifically, the group celebrates people of all sizes, BIPOC, queer, trans and non-binary, differently abled and people who seek the outdoors to aid mental health.

Diversify Outdoors

DiversifyOutdoors.com began in January 2018 as a coalition of 29 outdoor digital influencers with a campaign to promote #diversifyoutdoors.

Ongoing Partnerships

African Community & Conservation Foundation

A nonprofit foundation founded with the purpose of preserving Africa's wildlife by raising awareness and funding for key conservation projects and transformative community programs carried out in Africa.

Backcountry Hunters and Anglers

Seeks to ensure North America's outdoor heritage of hunting and fishing in a natural setting, through education and work on behalf of wild public lands and waters.

Big City Mountaineers

Provides under-resourced youth with opportunities to have transformative experiences in the outdoors.

Boone and Crockett

An American nonprofit organization that advocates fair chase hunting in support of habitat conservation. The club is North America's oldest wildlife and habitat conservation organization, founded in the United States in 1887 by Theodore Roosevelt.

California Waterfowl

The non-profit harnesses education, innovation and advocacy to restore waterfowl's abundance and support hunting in California.

Congressional Sportsmen Foundation

Mission is to work with industry, Congress, governors, and state legislatures to protect and advance hunting, angling, recreational shooting and trapping.

Delta Waterfowl

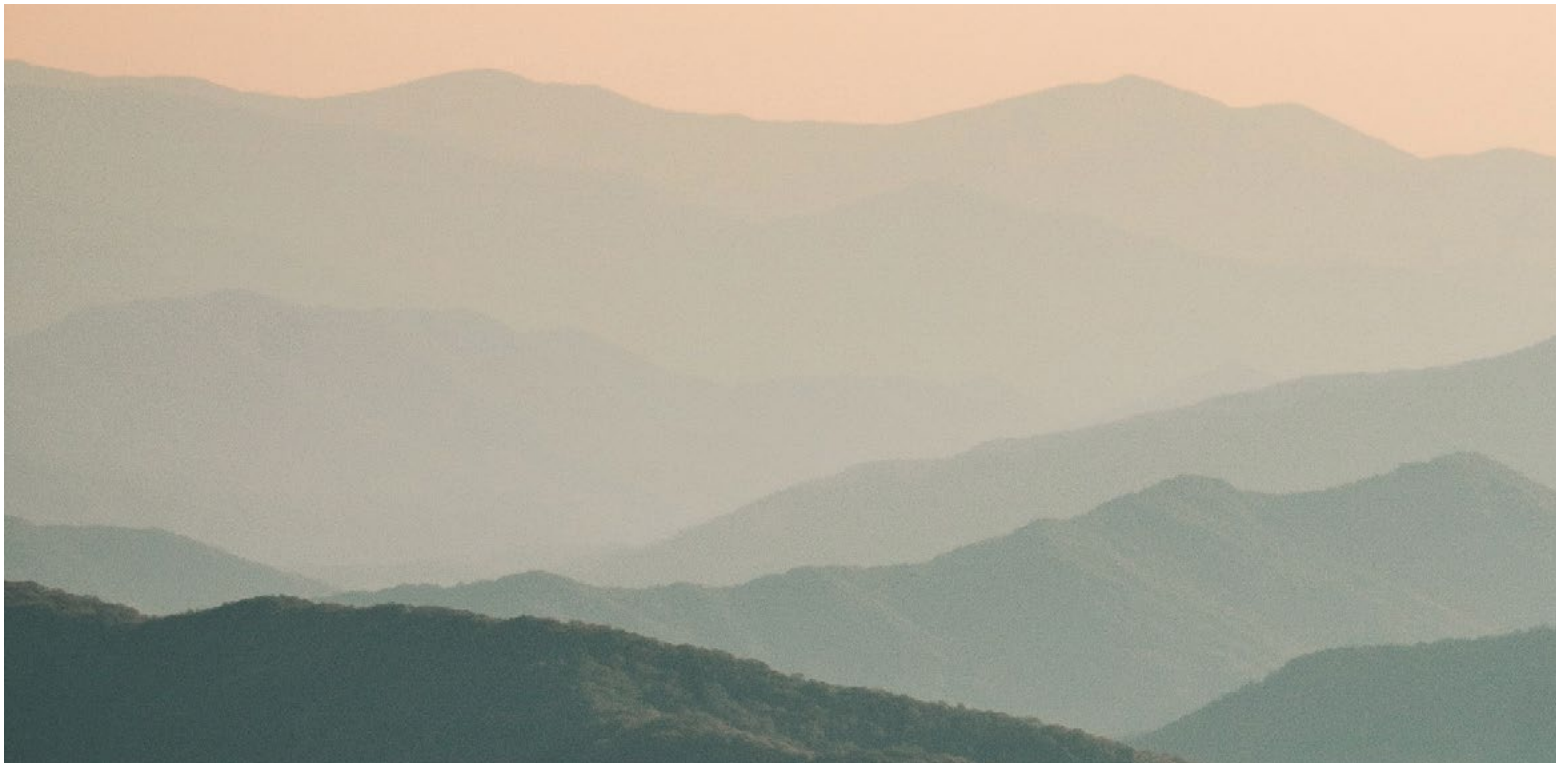
Organization operating in both Canada and in the United States whose mission is to provide knowledge, leaders and science-based solutions that efficiently conserve waterfowl and secure the future for waterfowl hunting.

Ducks Unlimited

Dedicated to the conservation of wetlands and associated upland habitats for waterfowl, other wildlife, and people.

Kids and Clays

We support Ronald McDonald House Charities through shooting sports to improve the lives of critically ill children and their families.



Mule Deer Foundation

Mule deer will be more secure in their habitat, more secure from impacts by increased civilization, more protected from highways and, through the efforts of the Foundation and partners.

4H National Shooting Sports

The focus of all 4-H programs is the development of youth as individuals and as responsible and productive citizens.

National Deer Alliance

The mission is to serve as the guardian of wild deer conservation and our hunting heritage.

National Shooting Sports Foundation

To promote, protect and preserve hunting and the shooting sports.

National Wild Turkey Federation

International non-profit organization whose mission is 'the conservation of the wild turkey and the preservation of our hunting heritage.'

Outdoor Foundation

Inspiring the outdoor habit in kids and families by connecting research, knowledge, people and programs. With the goal of everyone experiencing the fun and joy of the outdoors once a week.

Outdoor Industry Association

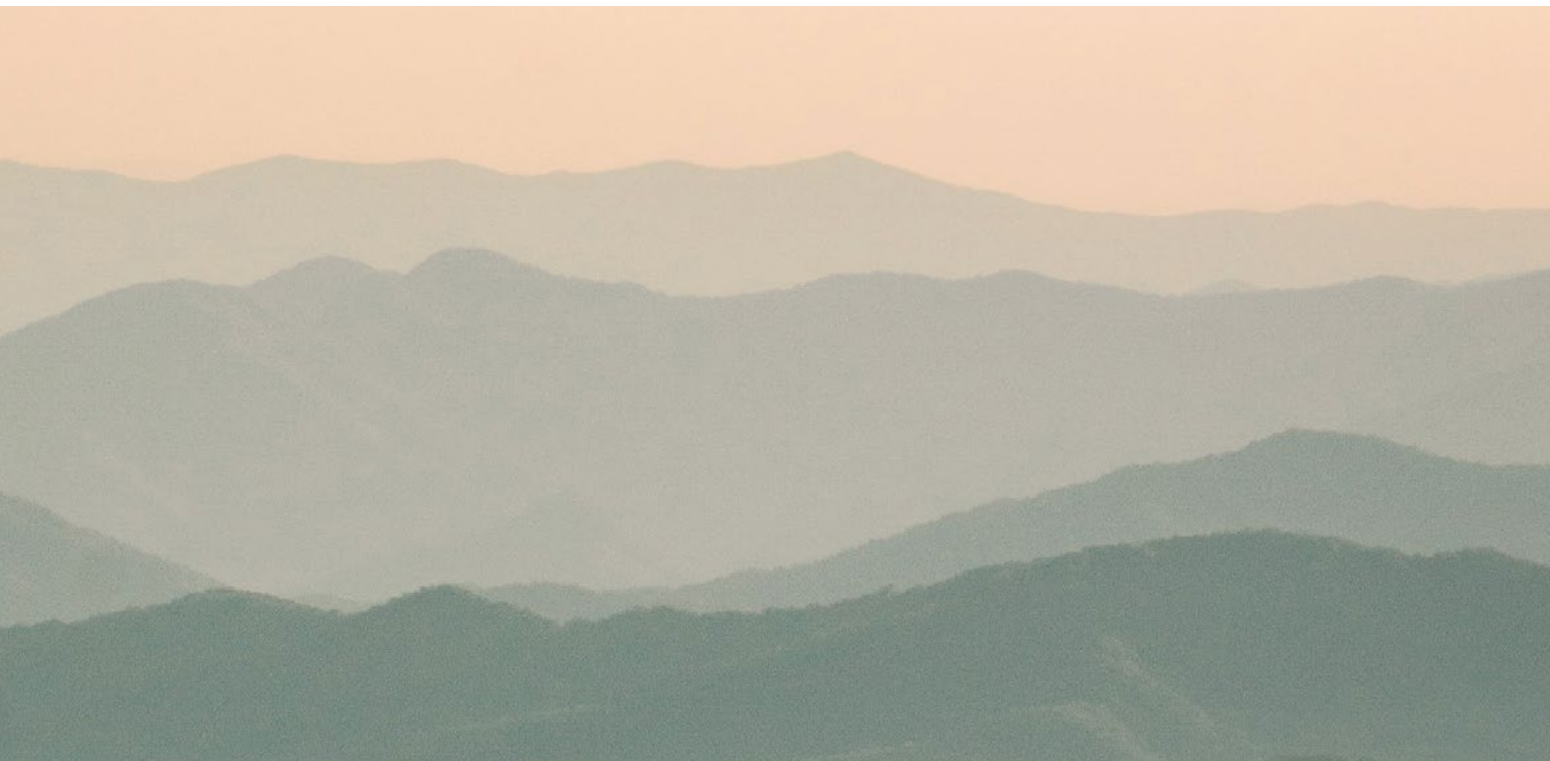
We are a force for the industry in recreation and trade policy, sustainable business innovation and increasing outdoor participation.

Pass It on Outdoors

Non-profit organization dedicated to giving children the chance to experience the great outdoors.

People for Bikes

By collaborating with millions of individual riders, businesses, community leaders, and elected officials, we're uniting people to create a powerful, united voice for bicycling and its benefits.



Pheasants Forever

Dedicated to the conservation of pheasants, quail and other wildlife through habitat improvements, public awareness, education, and land management policies and programs.

Protect our Winters

Helps passionate outdoor people protect the places and lifestyles they love from climate change.

Quail Forever

Dedicated to the conservation of pheasants, quail and other wildlife through habitat improvements, public awareness, education, and land management policies and programs.

Rocky Mountain Elk Foundation

Ensure the future of elk, other wildlife, their habitat and our hunting heritage.

Teddy Roosevelt Conservation Partners

Coalition of conservation organizations, grassroots partners and outdoor related businesses, the main goal of which is increased federal funding for conservation while preserving access for hunters and fishers.

The Conservation Alliance

Mission is to engage businesses to fund and partner with organizations to protect wild places for their habitat and recreation values.

Trail Blazers

Since their inception in 1887 as Life's Fresh Fair Fund, Trail Blazers has continued to fulfill our mission of facilitating the development of values and life skills essential for productive citizenship in youth through a portfolio of summer and year-round programs rooted in outdoor experiential education, social-emotional learning, and leadership development.

Youth Shooting Sports Alliance

Recognizing the importance of introducing safe and responsible shooting sports to the youth and ensuring that hunting and shooting traditions and opportunities remain intact, the Youth Shooting Sports Alliance was formalized.

Veteran Partnerships

Vista Outdoor actively supports and donates time, money, and/or products to these eight organizations whose missions involve the promotion of veteran's care and support.

Blue Star Families

Blue Star Families is a national nonprofit organization dedicated to strengthening America's military families through community building.

Camp Valor Outdoors

Mission is to assist and reconnect ill, injured, and wounded veterans throughout the healing process through adaptive competitive outdoor activities to include guided hunting, fishing, shooting, archery, riding ATVs, and attending sports venues.

Folds of Honor

Provides educational scholarships to spouses and children of America's fallen and disabled service-members.

House in the Woods

A nonprofit organization offering outdoor programs to bring together small groups of active military, veterans, and their family members to relax, share, bond, and deal with the stress, loss, grief, and other emotions which can haunt the grieving soul.

Veterans Community Project

VCP creates communities of "Tiny Homes" and offers onsite services to provide housing stability and address the underlying causes of veteran homelessness.

Warrior Bonfire


An organization committed to providing opportunities that improve the lives of Purple Heart recipients on their lifelong journey of recovery and healing, with focus on creating activity-based, stress-free environments that promote camaraderie and therapeutic healing.

Waterfowl for Warriors

An annual event in Anoka, Minnesota that connects veterans with outdoor experiences at the Anoka Nature Preserve.

Waves

The organization was established to help wounded veterans recover from combat induced PTSD through SCUBA Diving.

A group of cyclists are riding on a dirt path during sunset. The lead cyclist is a man with a beard, wearing a black helmet with goggles, a black jersey, and a yellow vest. He is looking back over his shoulder. Behind him, a woman and another cyclist are visible, also on the path. The background is a soft-focus landscape with trees and grass under a warm, golden light.

“We are committed to conducting business in an ethically and socially responsible manner.”

– Ric Kern
President, Bell/Giro



Governance Overview

Vista Outdoor believes that effective and transparent corporate governance is critical to establishing trust and credibility with stakeholders.

Our corporate governance structures are designed to promote principled leadership, responsible decision-making, strong financial performance, effective risk management, and compliance with legal requirements. We regularly evaluate and improve these structures to help us continue to operate at the highest levels of performance in everything we do.

Corporate Governance Guidelines

Our Board of Directors and management are committed to effective corporate governance practice.

Our Guidelines on Corporate Governance describe the governance principles and procedures by which our Board functions. The Board annually reviews and updates, if necessary, our Guidelines on Corporate Governance and the charters of our Board committees in response to evolving corporate governance best practices, regulatory changes, and recommendations arising from our annual Board and committee self-evaluation process.

Our Guidelines on Corporate Governance are available on our website at www.vistaoutdoor.com by selecting Investors and then [Corporate Governance](#).

The Company's Board of Directors has adopted a written code of business ethics that applies to all directors, officers and employees. Our Code of Business Ethics is available on our website at www.vistaoutdoor.com by selecting Investors, then Corporate Governance and then [Code of Business Ethics](#).

Specific corporate governance practices include:

1. Independent Chairman of the Board
2. Eight of our nine directors are independent (all directors other than our Chief Executive Officer)
3. Commitment to diversity and bringing fresh perspectives and expertise to the Board, having added three new directors in the last three years
4. Annual board and committee performance self-assessments with periodic external evaluations
5. Regular executive sessions, where independent directors meet without management present
6. Annual election of all directors



ESG Governance Guidelines

We believe that sustainable business practices, diversity, stakeholder engagement, and effective corporate governance are all critical to the long-term success of our business.

Our Board of Directors receives regular updates from our corporate ESG working group, which includes representatives from our finance, operations, human resources, investor relations, legal, and public affairs departments. The ESG working group is responsible for coordinating ESG activities across the company, including at the business unit and brand level. Each business unit has individual employees accountable for ESG metrics and initiatives included in the overall ESG Impact program.

Our Board of Directors also receives updates from external resources regarding ESG governance best practices and other matters that support the progression of the Vista Outdoor ESG Impact program.

Supply Chain Management

At Vista Outdoor, our success is highly dependent upon the efforts and contributions of our suppliers.

Therefore, we expect our suppliers to help us to deliver value to our customers by providing Vista Outdoor with the highest quality products delivered on time and at the best value.

Vista Outdoor partners with suppliers with proven capabilities and adherence to quality, cost, and schedule commitments. We believe strongly that critical processes and product characteristics must be controlled statistically to produce repeatable products that consistently meet or exceed requirements at reduced cost. We expect our suppliers to contribute to this commitment by practicing lean six sigma continual improvement philosophies that enable Vista Outdoor and our suppliers to continually improve our quality, schedule, and costs.

We are committed to conducting business in an ethical manner and we expect our suppliers to have the same level of commitment. Through our Vista Outdoor Supplier Social Responsibility Code, Terms and Conditions of Purchase, and our Supply Chain Transparency Disclosure, we have created a system in which Vista Outdoor and our suppliers are expected to act with integrity and ethical management in all facets of business and supply chain management.

Vista Outdoor holds itself to the highest ethical standards and takes pride in a reputation of trust, integrity, and accountability among key stakeholders—employees, suppliers, agents, customers, and shareholders—and we use the Vista Outdoor Supplier Social Responsibility Code (Code), to outline and reinforce our commitment to ethical behavior at every level. We strive to develop partnerships with suppliers that agree to adhere to the elements of our code of conduct that support our employees' efforts.

We also insist on ethical behavior, respect for human rights, including anti-human trafficking safeguards, through our Supply Chain Transparency Disclosure, Supplier Social Responsibility Code, and Conflicts Mineral Report.

Additional information about our Supply Chain Management and Accountability can be viewed by following these links:

- + View the [Vista Outdoor Supplier Social Responsibility Code \(PDF\)](#)
- + View the [Terms and Conditions of Purchase\(PDF\)](#)
- + View the [Supply Chain Transparency Disclosure](#)
- + View the [Conflicts Minerals Report PDF](#)

Ethics and Compliance

Vista Outdoor was founded on the belief that doing what is right today builds a foundation for long-term success.

All Vista Outdoor employees are expected to conduct business on behalf of the company in accordance with the highest ethical standards.

Vista Outdoor maintains a comprehensive Code of Conduct, and a 24/7 Ethics Hotline for anyone to file an anonymous report of illegal or unethical conduct. Vista Outdoor's corporate Ethics and Compliance Department oversees all reports, which are investigated and concluded with an evaluation of the need for disciplinary and/or organizational corrective action. The Ethics Department regularly reports on ethics matters, metrics, and initiatives to the Company's Board of Directors, Internal Audit, and a cross-functional Ethics Executive Steering Committee.

The Ethics Department manages Vista Outdoor's corporate policies and procedures under supervision of a cross-functional Policy Committee. Policies are regularly updated, made accessible to all employees, and communicated through multiple mediums. Employees are required to acknowledge receipt and understanding of the Code of Conduct at onboarding, and periodically throughout their employment.

The Ethics Department coordinates closely with Internal Audit and Human Resources to regularly develop risk-based compliance initiatives by analyzing field reports, employee feedback, and periodic enterprise risk management exercises. All salaried/office employees are required to take ethics training credits from a menu of courses covering various ethics and compliance topics, including Vista Outdoor's Code of Conduct, and completion of required ethics training is included in our employees' annual performance reviews. In addition, employees receive regular articles on various compliance topics using short, straightforward language and everyday examples.

The Ethics Department routinely monitors and benchmarks employee engagement through various metrics and tailors communications and campaigns to maximize effectiveness, comprehension and compliance. As a result of these and other initiatives, employees routinely reach out with questions and seek guidance on ethics-related topics before problems arise.

Vista Outdoor is committed to operating in a lawful and ethical manner.

Political Disclosures

Vista Outdoor participates in the U.S. political process to ensure that the corporation's interests in the sporting industries, contracting, and outdoor recreation industries, and those of a large employer, are appropriately represented.

Vista Outdoor and its employees have legitimate interests in public policy and decisions that are made by public officials and have a direct impact on our business. Vista Outdoor fully complies with all federal and state laws and regulations to make certain that political activity and lobbying expenditures are conducted in a legal, ethical and transparent manner and are consistent with Vista Outdoor's Code of Business Ethics. All such activities are made solely in the interests of Vista Outdoor shareholders, customers and employees, and are not based on the personal agendas of individual employees, officers or directors.

For more information, please visit the [Political Disclosures](#) section of our website.



In Conclusion

We are guided by a commitment to drive positive social and environmental progress through our brands and partners. Success for us requires that we operate responsibly, building ethical decision-making into the fabric of everything we do. When we do this well, we have the latitude to drive solutions by using our corporate voice to engage in dialogue around pressing policy issues while also leading by example.

Looking to the year ahead, we will use our philanthropic efforts via the Vista Outdoor Foundation combined with the time and talent of our employees, brands and partners to foster innovation and additional sustainable practices for our customers and communities. With our brands' reach and scale, we know we can make a significant impact, a concept that is fundamental to our purpose, vision and overall commitment to bringing more people outdoors.





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