



### **LEGAL SAFE HARBOR**

Certain statements contained in this presentation may be deemed to be forward-looking statements under federal securities laws, and we intend that such forward-looking statements be subject to the safe harbor created thereby. All statements other than statements of historical facts contained or incorporated herein by reference in this presentation, including statements regarding our future operating results, future financial position, business strategy, objectives, goals, plans, prospects, markets, and plans and objectives for future operations, are forward-looking statements. In some cases, you can identify forward-looking statements by terms such as "anticipates," "believes," "estimates," "expects," "intends," "suggests," "targets," "contemplates," "projects," "predicts," "may," "might," "plan," "would," "should," "could," "may," "can," "potential," "continue," "objective," or the negative of those terms, or similar expressions intended to identify forward-looking statements. However, not all forward-looking statements contain these identifying words. We caution that these statements are qualified by important risks, uncertainties, and other factors that could cause actual results to differ materially from those reflected by such forward-looking statements. Such factors include, among others, potential disruptions in our suppliers' ability to source the raw materials necessary for the production of our products, disruptions and delays in the manufacture of our products, and difficulties encountered by retailers and other components of the distribution channel for our products; lower levels of consumer spending in general and specific to our products or product categories; our ability to introduce new products that are successful in the marketplace; interruptions of our arrangements with third-party contract manufacturers and freight carriers that disrupt our ability to fill our customers' orders; increases in costs or decreases in availability of finished products, components, and raw materials; our ability to maintain or strengthen our brand recognition and reputation; our ability to forecast demand for our products accurately; our ability to continue to expand our e-commerce business; our ability to compete in a highly competitive market; our dependence on large customers; our ability to attract and retain talent; pricing pressures by our customers; our ability to collect our accounts receivable; the potential for product recalls, product liability, and other claims or lawsuits against us; our ability to protect our intellectual property; inventory levels, both internally and in the distribution channel, in excess of demand; our ability to identify acquisition candidates, to complete acquisitions of potential acquisition candidates, to integrate acquired businesses with our business, to achieve success with acquired companies, and to realize the benefits of acquisitions in a manner consistent with our expectations; the performance and security of our information systems; our ability to comply with any applicable foreign laws or regulations and the effect of increased protective tariffs; economic, social, political, legislative, and regulatory factors; future investments for capital expenditures, liquidity and anticipated cash needs and availability; the potential for impairment charges; estimated amortization expense of intangible assets for future periods; actions of social or economic activists that could, directly or indirectly, have an adverse effect on our business; disruptions caused by social unrest, including related protests or disturbances; our assessment of factors relating to the valuation of assets acquired and liabilities assumed in acquisitions, the timing for such evaluations, and the potential adjustment in such evaluations; and, other factors detailed from time to time in our reports filed with the Securities and Exchange Commission, including our Annual Report on Form 10-K for the fiscal year ended April 30, 2024.



## AMERICAN OUTDOOR BRANDS, INC. AT A GLANCE

- HQ & Distribution: Columbia, MO
- Additional Offices: MA (Admin), Asia (WFOE)
- Total Employee Headcount: ~290
- Fiscal Year End: April 30
- Spinoff from Former Parent Company: August 2020
- NASDAQ Global Select: AOUT



FY24 Net Sales	\$201.1 million	Line of Credit	\$0 outstanding
FY24 Gross Profit Margin	44.0%	Available Capital	~\$120 million
FY24 Adjusted EBITDAS	\$9.8 million, or 4.9%	Net Sales Target	\$400 million
Cash Balance	\$29.7 million	Target Adj. EBITDAS Margin %	Mid to High-teens

© 2024



## **OUR BRANDS & PRODUCTS AT A GLANCE**

## 21 Brands

We create innovative products, underneath 21 diverse brand names, (1) for consumers who are passionate about the outdoors and shooting sports.



Last WWHEELER

## Categories

Our brands operate across two (2) major product categories:

54% (2) Outdoor Lifestyle: fishing, camping, land management, meat processing, outdoor cooking

46% (2) Shooting Sports:
shotgun sports,
reloading, optics, hand
tools, security solutions
(we do not manufacture
or sell firearms)

# Value Creation

Our innovative "Dock & Unlock"™ formula fuels brand growth.

We have a proven track record of creating new brands, growing existing brands, and efficiently integrating acquired brands to expand our reach into new markets.

## 392 Patents

We have a tremendous pipeline of disruptive new products, backed by an accelerating portfolio of patents.

In the past three years, alone, our IP portfolio has swelled by ~30% to 392 patents – filed or active – with more on the way.

This moat helps protect our future revenue and profitability.

(1) In addition to our 17 owned brands, we also license the Smith & Wesson®, M&P®, Thompson/Center Arms™, and Performance Center® brands. (2) Percent of FY24 Net Sales ended April 30, 2024.







### **READY FOR THE FUTURE**

#### We believe AOB is capable of generating \$400M in net sales over the next 4-5 years

This potential is based upon elements within our control: our innovation pipeline, identified expansion opportunities, and infrastructure in-place.

\$400M NET SALES

While we're optimistic our business is capable of achieving this growth target, we are mindful there are several elements outside of our control that could impact timing, such as: consumer demand and spending patterns; health of retailers; geopolitical changes; and changes in legislation.

\$70M+

#### FY25 Outlook as of June 2024

Net Sales growth of up to

Adj. EBITDAS margin of

+2.5%

5.5% - 6.0%







## **FY24 HIGHLIGHTS**

## \$201.1M

Net Sales vs. FY23

Compared to FY23, net sales increased 5.2%:

- International net sales increased 35.5%
- Domestic net sales increased 3.7%
- Traditional channel net sales increased 12.3%
- eComm channel sales decreased (3.3%)

# **44.0%** Gross Margin

Gross margins declined by 210 bps in FY24 vs. FY23 impacted mainly by increased amortization from higher inventory purchases and promotions.

# **Zero**Debt Outstanding

We have no outstanding balance on our \$75M expandable line of credit. We have nearly \$120M in available capital, including the \$15M accordion feature.

## **Innovation**

In FY24, we unveiled several strategically significant new products including the Hooyman Vehicle Spreader, the Grilla Mammoth Vertical Smoker, the Caldwell Claymore PullPup, and the Caldwell Claymore Solo.



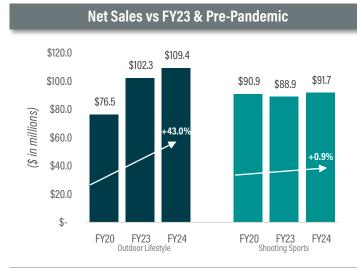
**Lease Expansion** 

On January 1, 2024, we assumed full tenancy of our 632k SF headquarters and distribution facility in Columbia, MO. The lease also provides us with an option to expand the facility by up to 491k SF to support future growth.





## **OUTDOOR LIFESTYLE CATEGORY LEADING GROWTH**





- Outdoor Lifestyle Net Sales
  - FY24 vs FY23: +6.9%
  - FY24 vs FY20 (pre-pandemic): +43.0%
- Expected to be a growing percentage of business over time
- Growth opportunity supported by:
  - Fishing (BUBBA)
  - Land Management (Hooyman)
  - Hunting & Outdoor (BOG, Schrade)
  - Food Prep & Cooking (MEAT! Your Maker, Grilla)

- Shooting Sports Net Sales
  - FY24 vs FY23: +3.2%
  - FY24 vs FY20 (pre-pandemic): +0.9%
- Growth opportunity focused on expanding into large, stable categories including:
  - Shotgun Sports (Caldwell)
  - Shooting Accessories (Wheeler, Frankford Arsenal)



## LEVERAGEABLE FINANCIAL MODEL AS BUSINESS SCALES





US\$ in millions. Fiscal year ended April 30. Adjusted EBITDAS is defined as GAAP net income/(loss) before interest, taxes, depreciation, amortization, goodwill impairment, and stock compensation expense and excludes certain items we consider non-routine. See slide 30 for a reconciliation of Adjusted EBITDAS. Financials for FY2022 include activity for the period subsequent to the acquisition of Grilla Grills. FY20 includes allocations of certain corporate and public company costs from our former parent company that are not indicative of the full costs of a standalone public company.





#### STRONG BALANCE SHEET SUPPORTS CAPITAL ALLOCATION FLEXIBILITY

#### **BALANCE SHEET** AS OF APRIL 30, 2024 Assets (\$M) \$29.7 Cash Other Current Assets 125.7 40.2 Intangibles PP&E 11.0 Other Assets 34.0 **Total Assets** \$240.6 Liabilities & Equity (\$M) Current Liabilities \$29.4 Bank Debt Other Liabilities 33.3 **Total Liabilities** \$62.7 Stockholders' Equity \$177.9 **Total Liabilities & Equity** \$240.6

- ✓ No debt
- ✓ Significant liquidity (up to ~\$120M available capital)
- √ \$75M asset-based revolving credit facility, expandable by \$15M
- ✓ Dry powder available for strategic acquisitions

#### **IDEAL ACQUISITION CRITERIA**

- ✓ "Dock & Unlock"™ Friendly via Brand Lane Structure
- ✓ "Niche to Known"<sup>™</sup> Opportunity (Runway for Growth)
- ✓ Large, Addressable Markets
- ✓ Low Complexity
- ✓ Further Diversifies Supply Chain







## PRODUCT DEVELOPMENT: INNOVATION ENGINE, BUILT

#### Pipeline built to deliver ~\$200M in incremental sales

- Provides 3-5 years of new product upside
- Focused on large, sleepy markets, ripe for disruption

#### **▼** Talent in place, capable of executing product pipeline

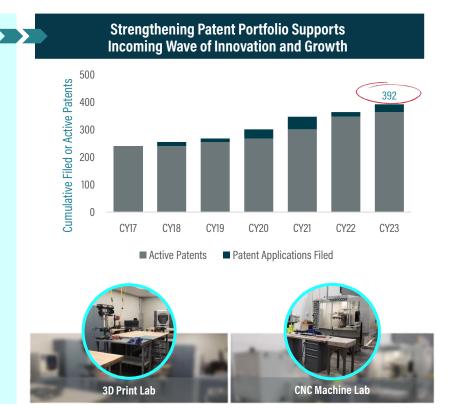
- 40+ product designers, engineers, and software developers
- Capable of developing 200+ new products, annually

#### Investments in equipment that accelerate time to market

- 5 state-of-the-art product development labs
- Vertically integrated with new 3D printers, CNC machines, test lab

### **Sest-in-class Quality team**

- Continues legacy of delivering trustworthy product
- Protects higher ASP strategy, supported by intellectual property





## **MARKETING: LEVERAGEABLE BRAND LANE TEAMS**

#### "Brand Lane" teams are in place, focused on key consumer activities:

- Drives brand authenticity
- Connects products + consumers' lifestyles
- Breeds consistent messaging & speed-to-market

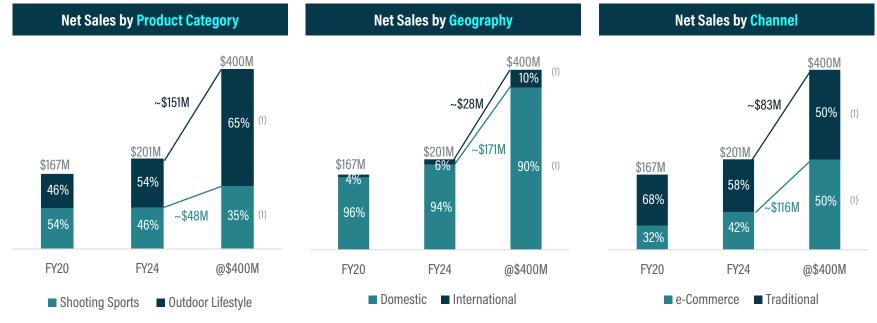
Adventurer Brand Lane (1) Adventurer Brand Lane	Product  Development  (highlighted earlier)	Brand Management	Creative	Merchandising
<b>Harvester</b> Brand Lane		Advertising	Packaging	In-Store
<b>Marksman</b> Brand Lane		Partnerships Social Media	Content Captures	Online Retailers Owned Websites
<b>Defender</b> Brand Lane		Influencers	Graphics Support	



## **GO-TO-MARKET: MULTIPLE EXPANSION OPPORTUNITIES**

#### We believe AOB is capable of \$400M in net sales, organically; we expect our business to shift as a result:

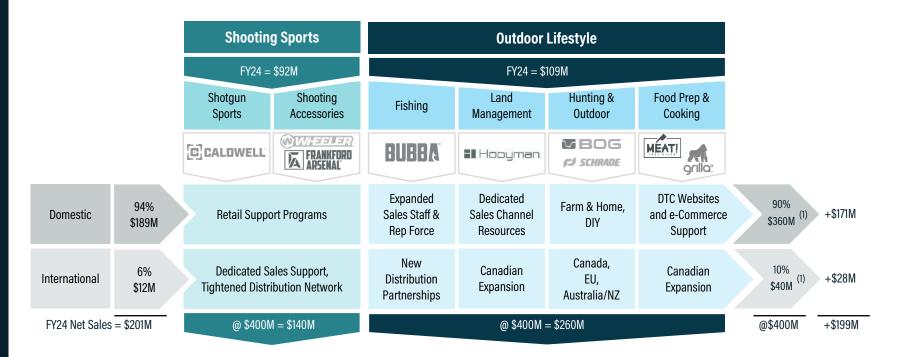
- Outdoor Lifestyle transitions towards ~65% of net sales (from ~54% today)
- International sales to 10% of net sales (from ~6% today)
- Even split between Traditional and e-Commerce as we expand into new customer channels





## **GO-TO-MARKET: DOMESTIC & INTERNATIONAL EXPANSION**

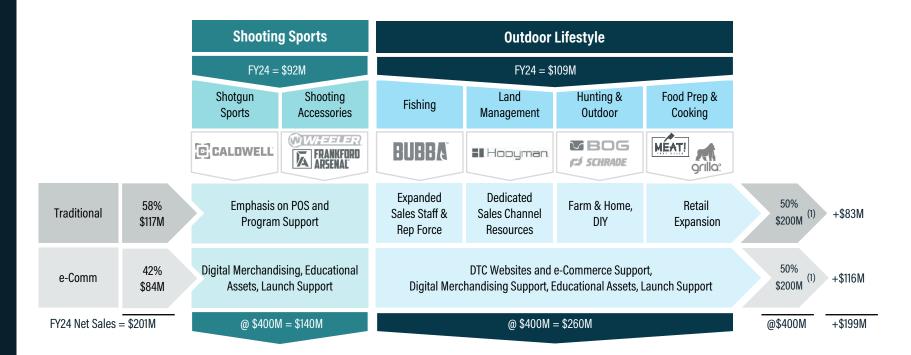
We plan to support Outdoor Lifestyle growth with investments made at home and abroad.





## **GO-TO-MARKET: TRADITIONAL & E-COMMERCE EXPANSION**

We plan to propel our growth with a strategic combination of Retail and e-Comm.





### STRONG PRESENCE IN TRADITIONAL AND E-COMM CHANNELS

#### **National Retailers**





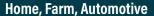
























#### Distributors & Buying Groups







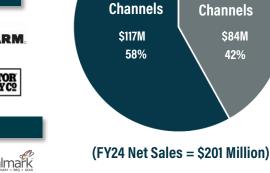












**Traditional** 

E-commerce

#### **Online Retailers**









#### **DTC Websites**

















**II** Hoouman



LASERLYTE













#### **OEM**













## **INFRASTRUCTURE: COMPLETE & READY FOR EXPANSION**

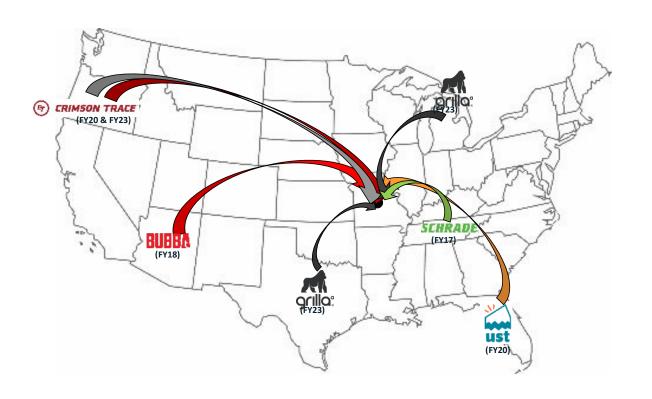
- Consumer-Focused Brand Lanes (2020)
  - Finished build-out of leverageable Brand Lane teams
- Public Company Infrastructure (2020)
  - Spin created new Finance, IT, Legal, HR, Operations, and IR functions
- DTC Platform (2021)
  - Completed 17 dedicated brand websites on Salesforce platform
- ERP System (2023)
  - Completed transition to Microsoft D365 in February 2023
- Analytics Platform (2023)
  - Microsoft Power BI platform launched, Analytics team in place
- **W** HQ & Distribution Center Expansion (2024)
  - Assumed full tenancy of facility in January 2024



On January 1, 2024, we assumed full tenancy of our 632k SF headquarters and distribution facility in Columbia, MO. The lease also provides us with an option to expand the facility by up to 491k additional SF to support future growth.



## **INFRASTRUCTURE: CONSOLIDATIONS INTO MISSOURI HQ, COMPLETE**





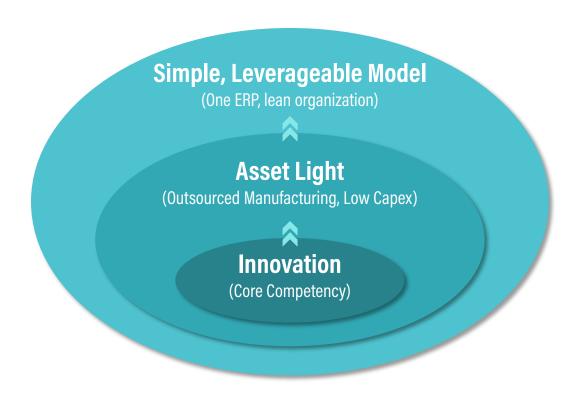
## Strong Financial Model

Strong balance sheet Leverageable growth model Favorable cash flow upside





## **BUSINESS MODEL: CORE COMPETENCIES DRIVE SIMPLICITY**





## FINANCIAL MODEL: INCREASED OPERATING LEVERAGE WITH GROWTH

#### **Our Significant Investments are Behind Us**

- Consumer-Focused Brand Lanes
- Public Company Infrastructure
- V

DTC Platform

 $\overline{\mathsf{V}}$ 

- ERP System

V

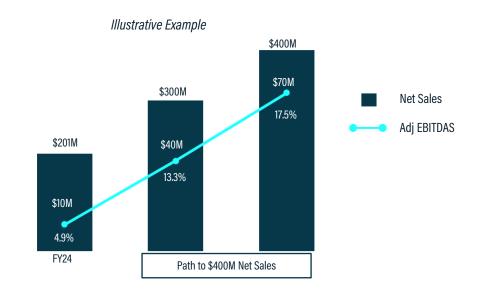
Analytics Platform

- V
- HQ & Distribution Center Expansion



#### SIGNIFICANT EBITDAS CONTRIBUTION ON PATH TO \$400M

We expect EBITDAS contribution of **25% - 35%** on incremental net sales as we grow organically on the path to \$400M in net sales, yielding total EBITDAS margins in the mid-to-high teens.





## **CAPITAL ALLOCATION: DEMONSTRATED DEPLOYMENT**



#### **ORGANIC GROWTH**

Our highest priority is to invest in our business:

- Drives organic net sales to \$400M
- Delivers sustainable profitability
- Yields strong returns and free cash flow



FY24 net sales growth of <u>6.5x</u> first year of creation

2

#### M&A

At the same time, we will seek out M&A opportunities to supplement organic growth:

- Applying strict criteria
- Finding brands to "Dock & Unlock"
- Maximizing ROIC



- Consolidation contributed towards \$1.5M savings
- New products/channels in FY25

RETURN CAPITAL TO SHAREHOLDERS

We will continually assess opportunities to return capital to shareholders:

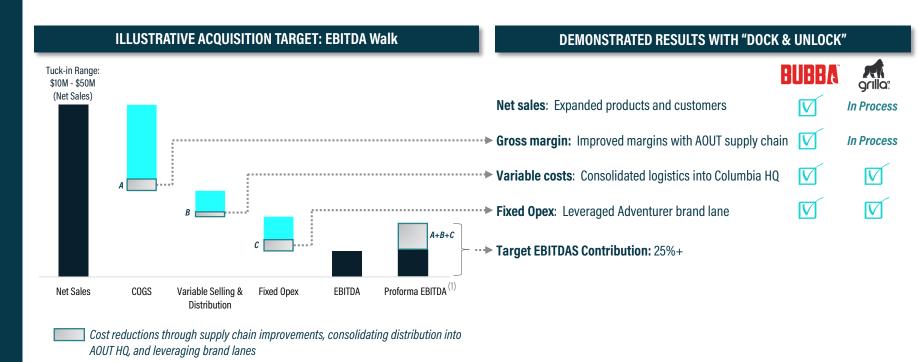
- Current share buyback plan in place through Sept 2024
- Implementing opportunistic share buybacks as appropriate

Since Sept 2022, repurchased 7.9% O/S shares at avg. price of \$8.92





## **M&A ILLUSTRATION: "DOCK & UNLOCK" DRIVES INCREMENTAL EBITDA**





## **BRINGING IT ALL TOGETHER**

Investment Considerations	Answer ('Dock & Unlock')	Investments	Future State
Market size and trends	- Expand into large, attractive markets	Macquired Grilla Grills	\$35B+ addressable market
Business size and scalability	- Grow organically through:  1) Market Share 2) New Product Categories 3) New Consumer Markets 4) New Distribution - Acquire complementary 'tuck-in' brands	R&D in-house capabilities  Launched MEAT! brand  e-Commerce platform  International resources  MO lease assumption	\$400M+ in annual sales
Revenue stability, predictability	<ul> <li>Diversify sales mix:</li> <li>1) Outdoor Lifestyle vs. Shooting Sports</li> <li>2) Domestic vs. International</li> <li>3) e-Commerce vs. Traditional</li> </ul>	Analytics (forecasting, POS)	65% OL / 35% SS 90% Domestic / 10% Int'l 50% e-Comm / 50% Trad'l
Barriers to entry	- Protect revenue via IP & R&D capabilities	Pursue new IP; Defend IP R&D Labs; WF0E	350+ patents
Ability to generate cash flow	- Leverage infrastructure ("fixed" costs)	<ul><li>Brand Lanes</li><li>Consolidated operations</li></ul>	Mid- to high-teens EBITDAS %





## **AMERICAN OUTDOOR BRANDS: SENIOR TEAM**



BRIAN MURPHY President & CEO Joined: 2016

Previous Experience





Houlihan Lokey



ANDY FULMER Chief Financial Officer Joined: 2010

Previous Experience







JAMES TAYON Chief Product Officer Joined: 2012

Previous Experience







BRENT VULGAMOTT Chief Operating Officer Joined: 2015

Previous Experience







LIZ SHARP VP of Investor Relations Joined: 2005

Previous Experience





### **NON-GAAP FINANCIAL MEASURES**

In this presentation, certain non-GAAP financial measures, including "non-GAAP net income" and "Adjusted EBITDAS" are presented. A reconciliation of these and other non-GAAP financial measures are contained at the end of this press release. From time to time, the Company considers and uses these non-GAAP financial measures as supplemental measures of operating performance in order to provide the reader with an improved understanding of underlying performance trends. The Company believes it is useful for itself and the reader to review, as applicable, both (1) GAAP measures that include (i) amortization of acquired intangible assets, (ii) stock compensation, (iii) facility consolidation costs, (iv) technology implementation, (v) acquisition costs, (vii) stockholder cooperation agreement costs, (viii) income tax adjustments, (viii) interest expense, (ix) income tax expense, (x) tariff drawback adjustment, and (xi) depreciation and amortization; and (2) the non-GAAP measures that exclude such information. The Company presents these non-GAAP measures because it considers them an important supplemental measure of its performance and believes the disclosure of such measures provides useful information to investors regarding the Company's financial condition and results of operations. The Company's definition of these adjusted financial measures may differ from similarly named measures used by others. The Company believes these measures facilitate operating performance comparisons from period to period by eliminating potential differences caused by the existence and timing of certain expense items that would not otherwise be apparent on a GAAP basis. These non-GAAP measures have limitations as an analytical tool and should not be considered in isolation or as a substitute for the Company's GAAP measures. The principal limitations of these measures are that they do not reflect the Company's actual expenses and may thus have the effect of inflating its financial measures on a GAAP basis.



## **Q4 FY24 NON-GAAP ADJUSTED EBITDAS RECONCILIATION**

#### AMERICAN OUTDOOR BRANDS, INC. AND SUBSIDIARIES

#### RECONCILIATION OF GAAP NET LOSS TO NON-GAAP ADJUSTED EBITDAS

(In thousands) (Unaudited)

	For the Three Months Ended April 30,				For the Years E	Ended April 30,		
	2024			2023		2024	2023	
GAAP net loss	\$	(5,302)	\$	(3,836)	\$	(12,248)	\$	(12,024)
Interest (income)/expense		(110)		120		(39)		761
Income tax benefit		(98)		(151)		(70)		(249)
Depreciation and amortization		4,157		3,933		16,005		16,048
Stock compensation		1,005		1,150		4,075		4,050
Technology implementation		_		553		465		2,138
Acquisition costs		_		_		_		47
Tariff drawback adjustment		1,113		_		1,113		_
Facility consolidation costs		_		26		_		866
Stockholder cooperation agreement costs		_		_		_		1,177
Other		264		<u> </u>		468		_
Non-GAAP Adjusted EBITDAS	\$	1,029	\$	1,795	\$	9,769	\$	12,814



## **Q4 FY24 GAAP INCOME STATEMENT**

## AMERICAN OUTDOOR BRANDS, INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF OPERATIONS (In thousands, except per share data)

	Fc	For the Three Months Ended April 30,				For the Years E	nded April 30,	
	2024		2023		2024		2023	
		(Unaudited)						
Net sales	\$	46,299	\$	42,203	\$	201,099	\$	191,209
Cost of sales		26,915		23,129		112,673		103,145
Gross profit		19,384		19,074		88,426		88,064
Operating expenses:								
Research and development		1,785		1,474		6,851		6,361
Selling, marketing, and distribution		13,117		11,565		55,050		51,791
General and administrative		9,988		10,038		39,022		42,612
Total operating expenses		24,890		23,077		100,923		100,764
Operating loss		(5,506)		(4,003)		(12,497)		(12,700)
Other (expense)/income, net:								
Other (expense)/income, net		(4)		136		140		1,188
Interest income/(expense), net		110		(120)		39		(761)
Total other (expense)/income, net		106		16		179		427
Loss from operations before income taxes		(5,400)		(3,987)		(12,318)		(12,273)
Income tax benefit		(98)		(151)		(70)		(249)
Net loss	\$	(5,302)	\$	(3,836)	\$	(12,248)	\$	(12,024)
Net loss per share:								
Basic	\$	(0.42)	\$	(0.29)	\$	(0.94)	\$	(0.90)
Diluted	\$	(0.42)	\$	(0.29)	\$	(0.94)	\$	(0.90)



## **Q4 FY24 NON-GAAP INCOME STATEMENT**

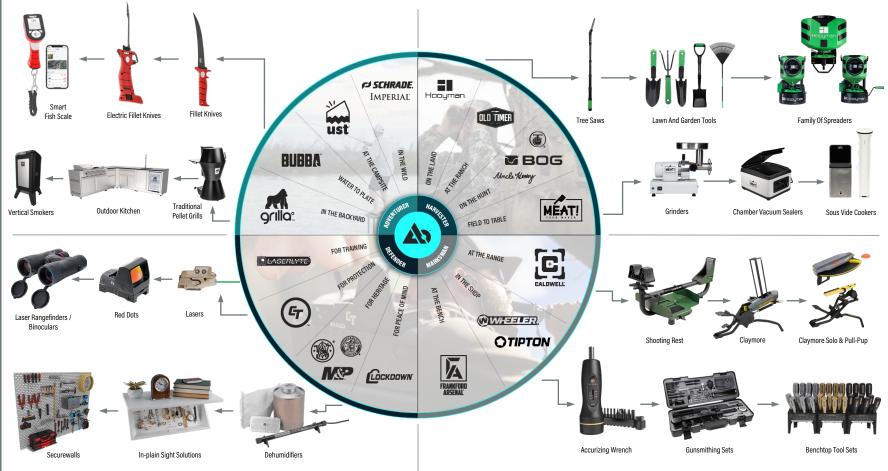
## AMERICAN OUTDOOR BRANDS, INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF OPERATIONS Non-GAAP

(In thousands, except per share data)
(Unaudited)

	For the Three Months Ended April 30,				For the Years Ended April 30,			
	2024			2023	2024			2023
Net sales	\$	46,299	\$	42,203	\$	201,099	\$	191,209
Cost of sales		25,802		23,129		111,560		102,789
Gross profit		20,497		19,074		89,539		88,420
Operating expenses:								
Research and development		1,785		1,474		6,851		6,361
Selling, marketing, and distribution		13,117		11,565		55,050		51,791
General and administrative		5,759		5,235		22,172		22,392
Total operating expenses		20,661		18,274		84,073		80,544
Operating (loss)/income		(164)		800		5,466		7,876
Other (expense)/income, net:								
Other (expense)/income, net		(4)		136		140		1,188
Interest income/(expense), net		110		(120)		39		(761)
Total other income, net		106		16		179		427
(Loss)/income from operations before income taxes		(58)		816		5,645		8,303
Income tax (benefit)/expense		(13)		23		1,299		1,744
Net (loss)/income	\$	(45)	\$	793	\$	4,346	\$	6,559
Net (loss)/income per share:								
Basic	\$	<u>-</u>	\$	0.06	\$	0.34	\$	0.49
Diluted	\$	-	\$	0.06	\$	0.32	\$	0.48



## **DOCK & UNLOCK - AN INNOVATION ENGINE**



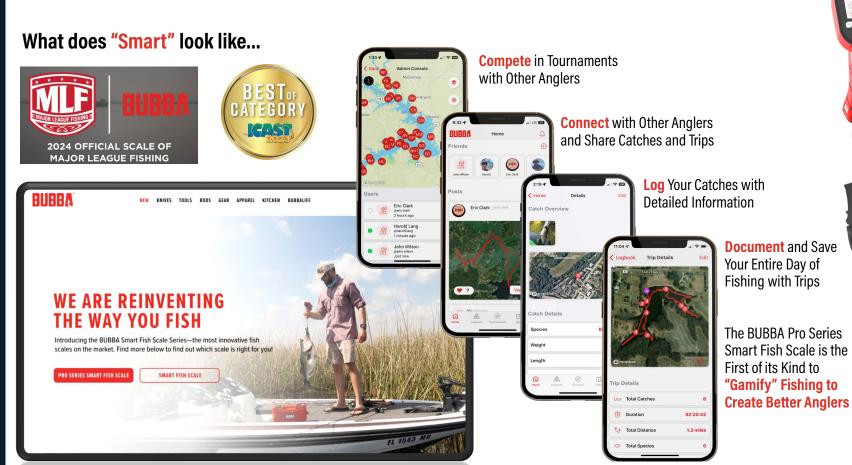


## TWO CATEGORIES: OUTDOOR LIFESTYLE & SHOOTING SPORTS

		Outdoor Lifestyle	Shooting Sports	Illustrative Products					
	BUBBA		$\bigcirc$	Fillet knives, fishing rods, fishing tools, kitchen cutlery, apparel					
rer	grilla:		Ŏ	Grills, smokers, outdoor kitchens, portable power solutions, pellets, & accessories					
Adventurer	IMPERIAL		$\tilde{\bigcirc}$	Folding, fixed-blade knives					
Adv	SCHRADE		Ŏ	Folding & fixed-blade knives, multi-tools, adventure equipment					
	ust		Ŏ	Tents, sleeping bags, mattress pads, camping tools and accessories					
	<b>™</b> 806		$\bigcirc$	Hunting rests, ground blinds, chairs, bags, game cameras					
	<b>II</b> Hooyman		Ŏ	Land management: rakes, shovels, pruning tools, tree saws, spreaders					
ster	MEAT!		Ŏ	Meat grinders, mixers, stuffers, slicers, dehydrators, kitchen cutlery, butcher knives					
Harvester	OLD TIMER		$\circ$	Folding, fixed-blade, & fillet knives					
-	THOMPSON CENTER ACCESSED OF 18		Ö	Hunting bags & protective cases, binoculars, hunting accessories					
	Uncle Henory		0	Folding, fixed-blade, & hunting knives					
	CALDWELL	O		Range Gear: Shooting rests, clay throwers, targets, hearing & eye protection					
Marksman	FRANKFORO ARSENAL	0		Reloading equipment					
larks	OTIPTON	Ö		Gun vises, cleaning supplies					
2	<b>WHEELER</b>	Ö		Gunsmithing and other tools					
	(F) CRIMSON TRA	ACE O		Scopes, lasers, red dot sights, rangefinders, binoculars					
	LASERLYTE	$\circ$		Laser training devices					
nder	Соскорим	$\circ$		Vault organization, vault security, cable locks					
Defender	Performance	$\circ$		Gun cases and cleaning kits					
	Smith&Wesson			Folding & fixed-blade knives, tools, flashlights, protective gun cases					
	Smith & Wesson	•	•	Folding & fixed-blade knives, tools, flashlights, protective gun cases, parts kits					

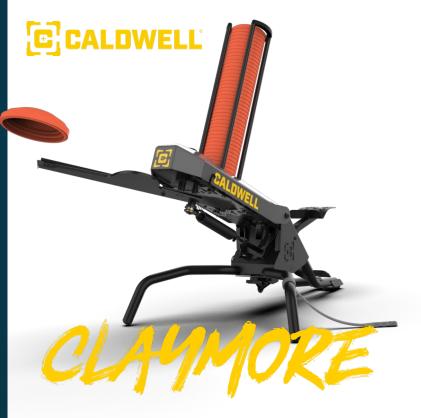


## **BUBBA PRO SERIES SFS: CHANGING THE WAY PEOPLE FISH**





## **CALDWELL CLAYMORE CLAY TARGET THROWER**











- FOOT PEDAL-POWERED, NO BATTERY REQUIRED TO OPERATE
- 50 CLAY CAPACITY MORE TIME SHOOTING, LESS TIME LOADING CLAYS
- COMPACT FOLDING DESIGN FOR EASY TRANSPORTATION & STORAGE
- SELECTABLE FLURRY MODE LAUNCHES CLAYS AS FAST AS YOU CAN STEP ON THE PEDAL

