



Vista Outdoor Inc.

(NYSE:VSTO)

BRINGING THE WORLD OUTSIDE

Q4 FY24 Earnings Presentation

May 9, 2024

***Note:** References to The Kinetic Group and Revelyst in the presentation refer to the former Sporting Products and Outdoor Products segments of Vista Outdoor, respectively. Additionally, in the results that follow when referring to "Revelyst", it comprises three new operating and reportable segments: Revelyst Adventure Sports, Revelyst Precision Sports Technology and Revelyst Outdoor Performance. Please see Vista Outdoor's Annual Report on Form 10-K to be filed later this month for additional information.*

No Offer or Solicitation



This communication is neither an offer to sell, nor a solicitation of an offer to buy any securities, the solicitation of any vote, consent or approval in any jurisdiction pursuant to or in connection with the Transaction (as defined below) or otherwise, nor shall there be any sale, issuance or transfer of securities in any jurisdiction in contravention of applicable law. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended, and otherwise in accordance with applicable law.

Additional Information and Where to Find It

These materials may be deemed to be solicitation material in respect of the Transaction. In connection with the Transaction, Revelyst, a subsidiary of Vista Outdoor, filed with the SEC on January 16, 2024 a registration statement on Form S-4 in connection with the proposed issuance of shares of common stock of Revelyst to Vista Outdoor stockholders pursuant to the Transaction, which Form S-4 includes a proxy statement of Vista Outdoor that also constitutes a prospectus of Revelyst (the “proxy statement/prospectus”). INVESTORS AND STOCKHOLDERS ARE URGED TO READ ALL RELEVANT DOCUMENTS FILED WITH THE SEC, INCLUDING OUR PROXY STATEMENT/PROSPECTUS, BECAUSE THEY CONTAIN IMPORTANT INFORMATION ABOUT THE TRANSACTION AND THE PARTIES TO THE TRANSACTION. The registration statement was declared effective by the SEC on March 22, 2024, and we have mailed the definitive proxy statement/prospectus to each of our stockholders entitled to vote at the meeting relating to the approval of the Transaction. Investors and stockholders may obtain the proxy statement/prospectus and any other documents free of charge through the SEC’s website at www.sec.gov. Copies of the documents filed with the SEC by Vista Outdoor are available free of charge on our website at www.vistaoutdoor.com.

Participants in Solicitation

Vista Outdoor, Revelyst, CSG Elevate II Inc., CSG Elevate III Inc. and CZECHOSLOVAK GROUP a.s. and their respective directors, executive officers and certain other members of management and employees, under SEC rules, may be deemed to be “participants” in the solicitation of proxies from our stockholders in respect of the Transaction. Information about our directors and executive officers is set forth in our proxy statement on Schedule 14A for our 2023 Annual Meeting of Stockholders, which was filed with the SEC on June 12, 2023 and subsequent statements of changes in beneficial ownership on file with the SEC. These documents are available free of charge through the SEC’s website at www.sec.gov. Additional information regarding the interests of potential participants in the solicitation of proxies in connection with the Transaction, which may, in some cases, be different than those of our stockholders generally, is also included in the proxy statement/prospectus relating to the Transaction.

Forward Looking Statements



Some of the statements made and information contained in these materials, excluding historical information, are “forward-looking statements,” including those that discuss, among other things: Vista Outdoor Inc.'s (“Vista Outdoor”, “we”, “us”, or “our”) plans, objectives, expectations, intentions, strategies, goals, outlook or other non-historical matters; projections with respect to future revenues, income, earnings per share or other financial measures for Vista Outdoor; and the assumptions that underlie these matters. The words “believe,” “expect,” “anticipate,” “intend,” “aim,” “should” and similar expressions are intended to identify such forward-looking statements. To the extent that any such information is forward-looking, it is intended to fit within the safe harbor for forward-looking information provided by the Private Securities Litigation Reform Act of 1995. Numerous risks, uncertainties and other factors could cause our actual results to differ materially from the expectations described in such forward-looking statements, including the following: risks related to the previously announced transaction among Vista Outdoor Inc, Revelyst, Inc. (“Revelyst”), CSG Elevate II Inc., CSG Elevate III Inc. and CZECHOSLOVAK GROUP a.s. (the “Transaction”), including (i) the failure to receive, on a timely basis or otherwise, the required approval of the Transaction by our stockholders, (ii) the possibility that any or all of the various conditions to the consummation of the Transaction may not be satisfied or waived, including the failure to receive any required regulatory approvals from any applicable governmental entities (or any conditions, limitations or restrictions placed on such approvals), (iii) the possibility that competing offers or acquisition proposals may be made, (iv) the occurrence of any event, change or other circumstance that could give rise to the termination of the merger agreement relating to the Transaction, including in circumstances which would require Vista Outdoor to pay a termination fee, (v) the effect of the announcement or pendency of the Transaction on our ability to attract, motivate or retain key executives and employees, our ability to maintain relationships with our customers, vendors, service providers and others with whom we do business, or our operating results and business generally, (vi) risks related to the Transaction diverting management’s attention from our ongoing business operations and (vii) that the Transaction may not achieve some or all of any anticipated benefits with respect to either business segment and that the Transaction may not be completed in accordance with our expected plans or anticipated timelines, or at all; impacts from the COVID-19 pandemic on our operations, the operations of our customers and suppliers and general economic conditions; supplier capacity constraints, production or shipping disruptions or quality or price issues affecting our operating costs; the supply, availability and costs of raw materials and components; increases in commodity, energy, and production costs; seasonality and weather conditions; our ability to complete acquisitions, realize expected benefits from acquisitions and integrate acquired businesses; reductions in or unexpected changes in or our inability to accurately forecast demand for ammunition, accessories, or other outdoor sports and recreation products; disruption in the service or significant increase in the cost of our primary delivery and shipping services for our products and components or a significant disruption at shipping ports; risks associated with diversification into new international and commercial markets, including regulatory compliance; our ability to take advantage of growth opportunities in international and commercial markets; our ability to obtain and maintain licenses to third-party technology; our ability to attract and retain key personnel; disruptions caused by catastrophic events; risks associated with our sales to significant retail customers, including unexpected cancellations, delays, and other changes to purchase orders; our competitive environment; our ability to adapt our products to changes in technology, the marketplace and customer preferences, including our ability to respond to shifting preferences of the end consumer from brick and mortar retail to online retail; our ability to maintain and enhance brand recognition and reputation; others’ use of social media to disseminate negative commentary about us, our products, and boycotts; the outcome of contingencies, including with respect to litigation and other proceedings relating to intellectual property, product liability, warranty liability, personal injury, and environmental remediation; our ability to comply with extensive federal, state and international laws, rules and regulations; changes in laws, rules and regulations relating to our business, such as federal and state ammunition regulations; risks associated with cybersecurity and other industrial and physical security threats; interest rate risk; changes in the current tariff structures; changes in tax rules or pronouncements; capital market volatility and the availability of financing; foreign currency exchange rates and fluctuations in those rates; general economic and business conditions in the United States and our markets outside the United States, including as a result of the war in Ukraine and the imposition of sanctions on Russia, the COVID-19 pandemic, conditions affecting employment levels, consumer confidence and spending, conditions in the retail environment, and other economic conditions affecting demand for our products and the financial health of our customers. All fourth quarter and full year 2024 financial information in this press release is preliminary, based on our estimates and subject to completion of our financial closing procedures. Final results for the full year, which will be reported in our Annual Report on Form 10-K for the fiscal year 2024, might vary from the information in this press release. In particular, until our financial statements are issued in our Annual Report on Form 10-K, we might be required to recognize certain subsequent events (such as in connection with contingencies or the realization of assets) which could affect our final results.

You are cautioned not to place undue reliance on any forward-looking statements we make, which are based only on information currently available to us and speak only as of the date hereof. A more detailed description of risk factors that may affect our operating results can be found in Part 1, Item 1A, Risk Factors, of our Annual Report on Form 10-K for fiscal year 2023, in Part II, Item 1A, Risk Factors, of our Quarterly Report on Form 10-Q for the third quarter of fiscal year 2024, and in the filings we make with the Securities and Exchange Commission (the “SEC”) from time to time. We undertake no obligation to update any forward-looking statements, except as otherwise required by law.

Non-GAAP Financial Measures



Non-GAAP financial measures such as adjusted EBITDA, adjusted EBITDA margin, adjusted operating income, adjusted operating margin, adjusted EPS, adjusted free cash flow, organic sales, organic EBITDA, organic EBITDA margin, net debt and net debt leverage ratio (among others) as included in this presentation are supplemental measures that are not calculated in accordance with Generally Accepted Accounting Principles (“GAAP”). These non-GAAP measures should be considered in addition to, and not as substitutes for, GAAP measures. Please see the appendix titled “Financial and Non-GAAP Reconciliations” for reconciliations of these non-GAAP measures to the most directly comparable GAAP measures.

Vista Outdoor has not reconciled adjusted EBITDA guidance to GAAP net income guidance or adjusted EBITDA margin guidance to GAAP net income margin guidance because Vista Outdoor does not provide guidance for GAAP net income, which is a reconciling item for Adjusted EBITDA. GAAP net income is also a reconciling item between GAAP net income margin and non-GAAP Adjusted EBITDA margin. Accordingly, a reconciliation to net income and net income margin is not available without unreasonable effort. Reconciliations of adjusted EPS guidance to EPS guidance and adjusted free cash flow guidance to cash provided by operating activities guidance are available within the “Financial and Non-GAAP Reconciliations” section of this presentation.

Vista Outdoor Overview

BRINGING THE WORLD OUTSIDE

Eric Nyman

Co-CEO, Vista Outdoor

CEO, Revelyst



Key Takeaways



1

Vista Outdoor demonstrated strong financial performance in Q4 FY2024, achieving sales in-line with our expectations and profitability exceeding our expectations. Total fiscal year sales reached \$2.75 billion with an adjusted EBITDA margin of 16.1%⁽¹⁾. Additionally, the company's strategic financial management in the quarter led to \$161 million in adjusted free cash flow⁽¹⁾, facilitating a reduction of \$118 million in net debt and achieving a net debt leverage ratio of 1.5x⁽¹⁾

2

As an update on the proposed transaction with CSG, we continue to be confident in our ability to receive CFIUS clearance and that all other closing conditions will be satisfied

3

For each Vista Outdoor share held at the closing of the CSG transaction, stockholders will receive \$12.90 in cash consideration and 1 Revelyst share. Following closing of the CSG transaction, we intend to capitalize the Revelyst Balance Sheet with \$250 million of cash and all cash above that, including the significant amount of cash generated in Q4 FY2024, will be distributed to shareholders in the form of a special dividend or share repurchase

4

On April 22, we confirmed we are engaging in alternative discussions with MNC Capital related to their March 25, 2024 revised unsolicited indication of interest to acquire Vista Outdoor in an all-cash transaction for \$37.50 per share. The Board does not consider MNC's revised proposal to be superior to the CSG transaction and the significant decrease in net debt during the quarter further reinforces the view that MNC's proposed offer price undervalues the Revelyst business. The Board has determined MNC's revised proposal meets the standard under the merger agreement with CSG permitting engagement with MNC. Vista Outdoor has advised MNC that it expects MNC to deliver an improved economic proposal

5

Given these ongoing discussions, we will adjourn the special stockholder meeting regarding the CSG transaction to June 14, at 9:00 AM Central Time. Our Board continues to recommend Vista stockholders vote in favor of the proposal to adopt the existing merger agreement with CSG

⁽¹⁾ Non-GAAP financial measure, See slide 4 titled "Non-GAAP Financial Measures" and appendix titled "Financial and Non-GAAP Reconciliations"; Numbers may not tie due to rounding.

Revelyst Positioned to Hit the Ground Running as a Successful, Independent Company



Following the closing of the transaction with CSG and the paydown of debt, Revelyst would have \$250 million in cash to accelerate its capital allocation strategy

FY 2025E⁽¹⁾

Double
Standalone Adj. EBITDA⁽²⁾ from FY2024E

\$0
of Debt

\$250 Million
in Cash

Capital Allocation Priorities

1
Investment in core organic growth opportunities

2
Opportunistic share repurchases

3
Selective tuck-in acquisitions with clear integration use-cases

Footnotes:
(1) Based on guidance as of 5/9/2024
(2) Non-GAAP financial measure, See slide 4 titled "Non-GAAP Financial Measures" and appendix titled "Financial and Non-GAAP Reconciliations"

Revelyst Overview

BRAND LED, CONSUMER OBSESSED AND MAKER FUELED

Eric Nyman
Co-CEO, Vista Outdoor
CEO, Revelyst



Note: In the results that follow when referring to "Revelyst", it comprises three new operating and reportable segments: Revelyst Adventure Sports, Revelyst Precision Sports Technology and Revelyst Outdoor Performance.

Revelyst is Financially and Operationally On Track



We are confident that organizational and operational improvements will drive standalone adjusted EBITDA to double in Fiscal Year 2025 and long term adjusted EBITDA margins in the mid-teens⁽¹⁾

1 Transforming into the Leading Global Integrated House of Brands in the Outdoor Industry

Revelyst continues to transform to be Brand Led, Consumer Obsessed and Maker Fueled to enable exceptional experiences that exceed the requirements of our passionate consumers and customers

2 Revelyst's Future is Bright; Expect to Double Standalone Adj. EBITDA In FY25⁽¹⁾

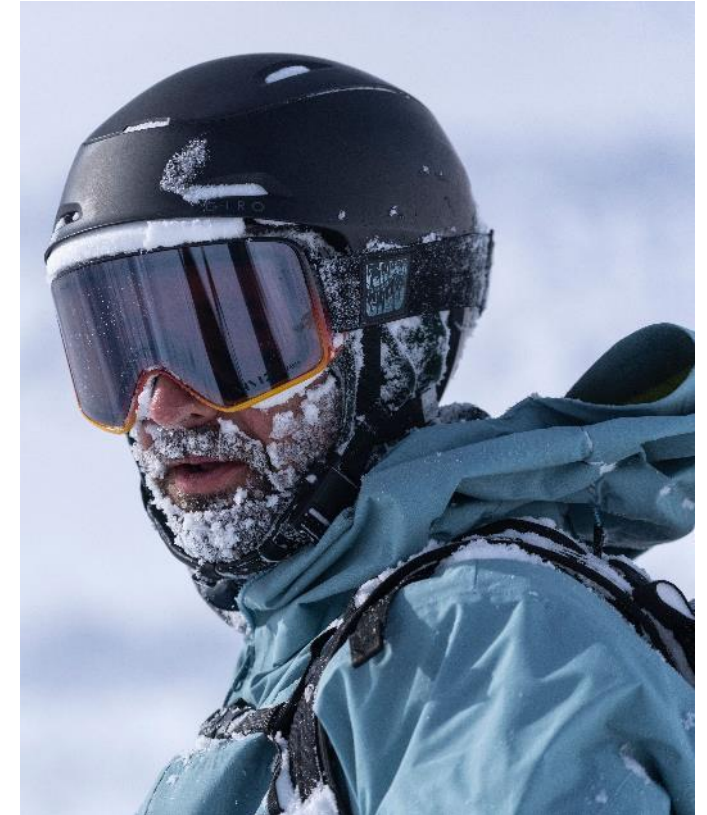
Confident in strategy and vision to deliver growth through innovative product and technology offerings, an enhanced Direct to Consumer channel strategy, and an expanded digital gaming ecosystem

3 GEAR Up Making Meaningful Progress; Remain Confident in FY25 and FY27 Savings Goals

Teams continue to drive progress across the GEAR Up initiative through additional key leadership hires and work on supply chain consolidation, including the closure of our Reno, NV warehouse and distribution center to further consolidate our footprint

4 Ongoing Strategic Brand Review Yielding Results

Completed divestiture of RCBS brand on May 1 at highly attractive valuation. Allows us to focus on core assets with the ability to reinvest in profitable growth and opportunistic bolt-on acquisitions, such as PinSeeker, to expand platform capabilities



⁽¹⁾ Non-GAAP financial measure, See slide 4 titled "Non-GAAP Financial Measures" and appendix titled "Financial and Non-GAAP Reconciliations"; Numbers may not tie due to rounding.

Q4 and Fiscal Year 2024 Revelyst Update



Q4 sales increase driven by increased volume as a result of new product introductions in Revelyst Precision Sports Technology, partially offset by lower volume in Revelyst Outdoor Performance

Q4 FY24

FY24

Revenue

\$332M

+1% YoY

Revenue

\$1.29B

-2% YoY

Gross Profit

\$100M

Margin: 30%

Gross Profit

\$373M

Margin: 29%

Adj. EBITDA⁽¹⁾

\$29M

Margin: 9%

Adj. EBITDA⁽¹⁾

\$98M

Margin: 8%

Revelyst Adventure Sports Revenue	
Q4 FY24	FY24
\$155M	\$608M
Flat YoY	-3% YoY
FOX	GIRO
BELL	CAMELBAK
QUIETKAT	Blackburn

Revelyst Outdoor Performance Revenue	
Q4 FY24	FY24
\$121M	\$450M
-4% YoY	-2% YoY
Bushnell	SIMMS
PRIMOS HUNTING SPEAK THE LANGUAGE	BLACKHAWK
CAMP CHEF	STONE GLACIER

Revelyst Precision Sports Technology Revenue	
Q4 FY24	FY24
\$56M	\$236M
+19% YoY	Flat YoY
FORESIGHT	
Bushnell GOLF	

(1) Non-GAAP financial measure, See slide 4 titled "Non-GAAP Financial Measures" and appendix titled "Financial and Non-GAAP Reconciliations"; Numbers may not tie due to rounding.

Revelyst's Powerful Brands are Geared for Long-Term Success



Collective of category-defining maker brands transcending the boundaries of precision, performance, and protection to inspire and equip the ambitious to achieve their greatest experiences in the places they love

Revelyst

Precision Sports Technology

Revelyst

Adventure Sports

Revelyst

Outdoor Performance

POWER BRANDS

<p>#1 Launch Monitor on PGA Tour</p>	<p>#1 GPS & Rangefinders</p>	<p>#1 Cycling Helmets</p>	<p>#2 Snow Goggles</p>	<p>#2 Snow Helmets</p>	<p>#1 Bike / Hike Hydration Packs</p> <p>#1 Bike Bottles</p>	<p>#1 Hunting & Shooting Accessories</p>	<p>#1 Fishing Waders</p>
			<p>#1 Helmets</p>				

CHALLENGER BRANDS

Revelyst Platform Highlights



Profitably transforming the business leading to the development of new products, compelling content, exciting partnerships, and various opportunities that enable exceptional consumer and customer experiences

REVELYST PRECISION SPORTS TECHNOLOGY

- **PinSeeker Acquisition:** Acquired PinSeeker, a leading off-course golf simulator and connectivity app for real-time, closest-to-the-pin tournaments
- **Revolutionizing Off-Course Golf:** New, exciting esports opportunities will arise by combining PinSeeker's digital solutions with Foresight's hardware offerings, targeting the rapidly growing off-course golf market of 33 million participants
- **Bushnell Golf Leadership:** Bushnell laser rangefinders hold an over 98% usage rate among THE PLAYERS Championship field, showcasing our leadership in providing top-tier innovations for professional golfers

REVELYST ADVENTURE SPORTS

- **Fox Helmets Advancements:** Released the groundbreaking V3 RS helmet, marking a new pinnacle in Motocross helmet technology and expanding offerings to cater to riders of all levels worldwide
- **Lifestyle Collaborations:** Partnered with Supreme and Livestock to enhance Fox's Lifestyle segment, broadening appeal and market presence in high-end apparel and sneaker markets
- **Giro's Strategic Expansion:** Named the official sponsor and supplier of cycling helmets for Visma / Lease-A-Bike, the #1 Pro Tour Road Cycling Team globally, across multiple disciplines including Cyclocross, Road and Cross Country

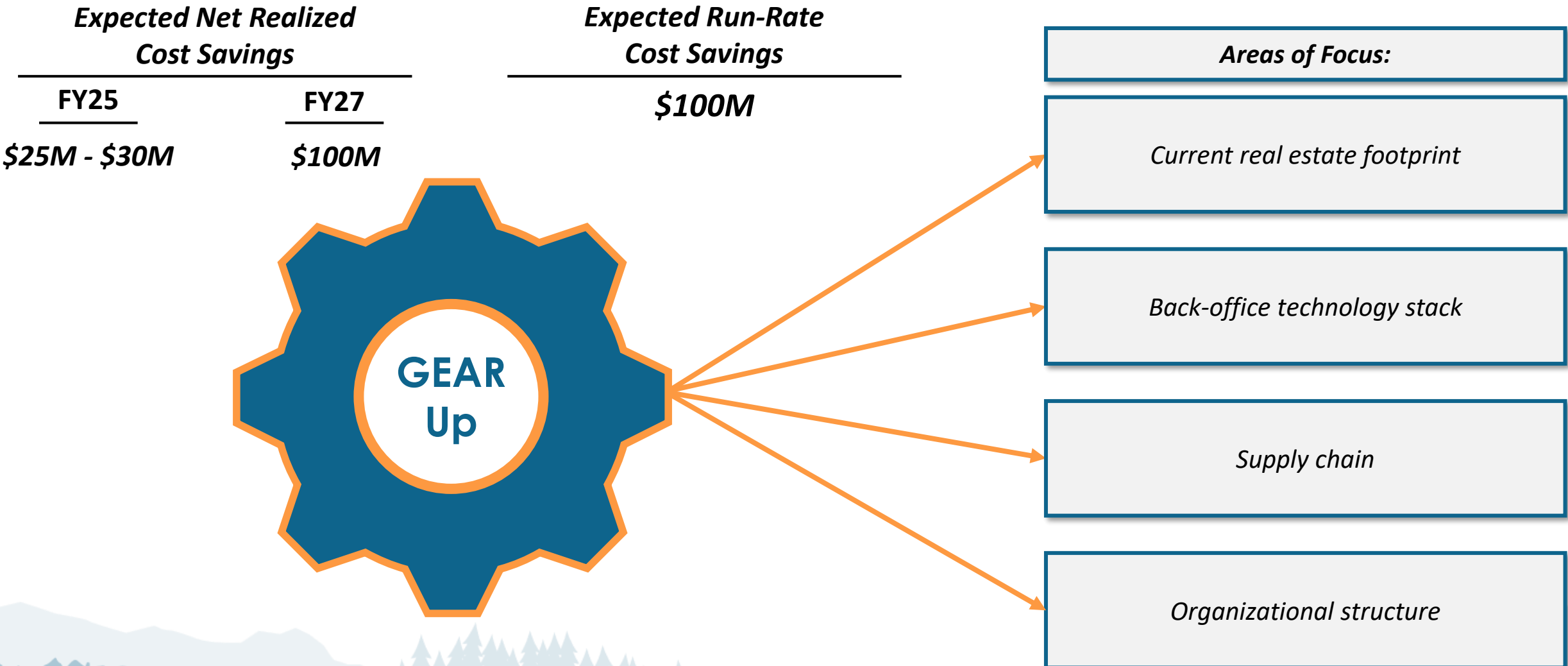
REVELYST OUTDOOR PERFORMANCE

- **Simms Gear Awards:** Recognized with eight customer gear awards at the 2024 Fly Fishing Show, including Best Men's Wader for the G4Z Stockingfoot wader, showcasing Simms' commitment to quality, craftsmanship, and innovation
- **Stone Glacier Lifestyle Apparel:** Introduced new lifestyle apparel designed for everyday wear, receiving positive feedback from passionate hunters, expanding the brand's appeal beyond performance gear
- **Eagle Contract Wins:** Awarded a contract from the US Air Force for its battle belt system, while also supporting the U.S. government in producing the MOLLE 4K Rucksack with precise adherence to delivery requirements

GEAR Up Efficiency and Cost Savings Initiative



We continue to make meaningful progress on our GEAR Up program vision and cost savings initiatives, with our engaged leading consulting firm, to streamline operations and maximize efficiency throughout our organization.



Empowering Revelyst Growth through Strategic Transactions



We've made significant strides executing our plan to optimize our portfolio, divesting RCBS and acquiring PinSeeker, as we shift our focus to enabling core growth, driving innovation and concentrating resource allocation for long-term success



PINSEEKER

Acquisition progresses mission to be the leading competitive ecosystem for off-course golf

- PinSeeker is a leading off-course golf simulator and connectivity app that hosts real-time, virtual closest-to-the-pin tournaments
- Acquisition broadens reach and accelerates digital gaming ecosystem to drive consumer engagement through virtual tournaments, skill-based wagering and more
- Instant access to thousands of golfers and events worldwide through long- and short-term formats



Divestiture completed on May 1, 2024

- Transaction completed at a highly attractive valuation and provides promising future for the brand and its employees
- Strategic move allows us to focus on core assets with substantial value and growth potential for continued success in the market
- Proceeds will be reinvested in profitable growth and opportunistic bolt-on acquisitions, such as PinSeeker, to expand platform capabilities



The Kinetic Group Overview

BUILD BETTER AMMUNITION IN AMERICA TO CREATE COMMUNITY, POWER DEFENSE AND CONSERVE OUR HERITAGE

Jason Vanderbrink
Co-CEO, Vista Outdoor
CEO, The Kinetic Group



The Kinetic Group is Well Positioned for Sustained Growth



TKG had a successful year, achieving our financial guidance and generating strong sales and adjusted EBITDA margins despite market challenges. Heading into fiscal year 2025, we have a robust order position with backlogs across various product categories

1 Industry has Sustained Elevated User Base Despite Macroeconomic Pressures

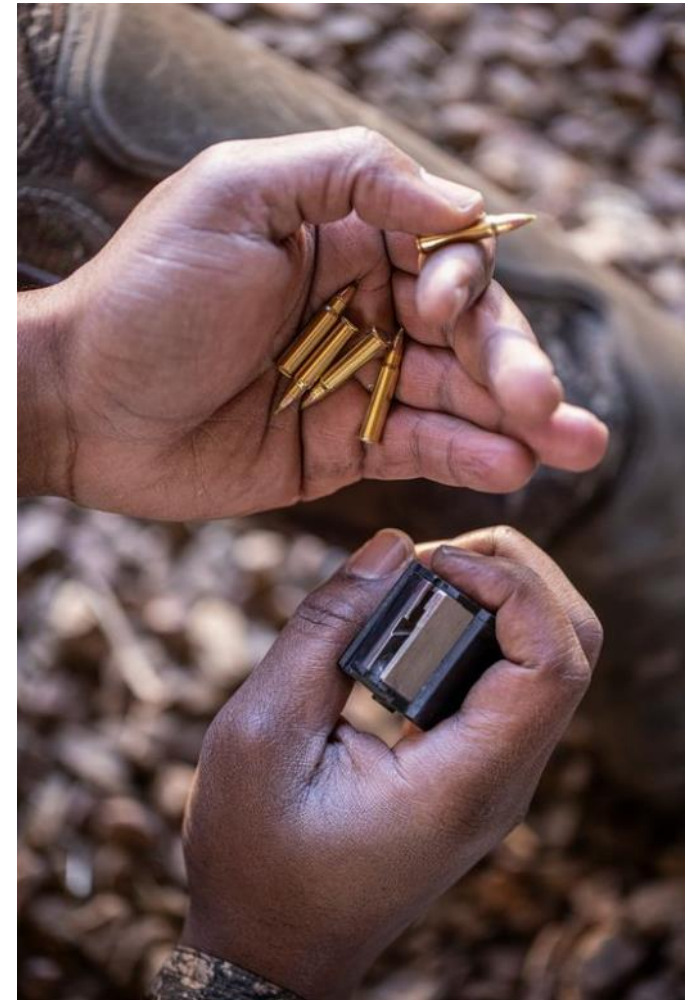
NICS has processed >1M checks per month for 57 consecutive months as of April

2 New, Innovative Product Offerings Launched in the Quarter

Federal introduced Fusion Tipped to meet the demands of dedicated whitetail deer hunters seeking improved accuracy and longer ranges without compromising on bullet reliability. Remington expanded its effective big game bullet range with Premier CuT, a rugged copper alloy bullet delivering exceptional accuracy and terminal performance expected by hunters for tipped bullets. CCI, renowned for rimfire ammunition, launched Uppercut, a groundbreaking expanding self-defense option in 22 Long Rifle, setting a new standard in this category

3 Confidence in Continued Performance at the Highest Level

We have the best team in the Ammunition industry and remain focused on building the best ammunition in America, delivering on our strategy and positioning The Kinetic Group for the bright future ahead



Q4 and Fiscal Year 2024 Kinetic Group Update



Q4 sales decline driven by lower volume and pricing. Full Year decrease due to lower volume, termination of Lake City contract in third fiscal quarter of prior fiscal year, and lower pricing, partially offset by increased shipments and reduced discounting

Q4 FY24

FY24

FEDERAL

Remington



Revenue

Revenue

\$362M

\$1.45B

-13% YoY

-17% YoY

SPEER

CCI



ALLIANT POWDER
Technically Superior by Design

Gross Profit

Gross Profit

\$121M

\$486M

Margin: 33%

Margin: 33%

Adj. EBITDA ⁽¹⁾

Adj. EBITDA ⁽¹⁾

\$100M

\$416M

Margin: 28%

Margin: 29%



Financial Overview

BRINGING THE WORLD OUTSIDE

Andrew Keegan
CFO, Vista Outdoor
CFO, Revelyst



Q4 Fiscal Year 2024 Financial Results



Sales

Sales declined 6% to \$694M

The Kinetic Group: -13% to \$362M

Revelyst: +1% to \$332M

Adj. EBITDA⁽¹⁾

Adj. EBITDA of \$109M;

16% Margin⁽¹⁾

The Kinetic Group: 28% Margin

Revelyst: 9% Margin

Adj. EPS⁽¹⁾

Adj. EPS of \$1.02

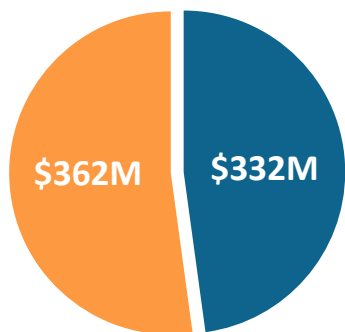
Q4 FY24 profitability largely impacted by lower gross profit at The Kinetic Group, partially offset by higher gross profit at Revelyst and lower SG&A expenses at both The Kinetic Group and Revelyst

Adj. FCF⁽¹⁾

Adj. FCF of \$161M

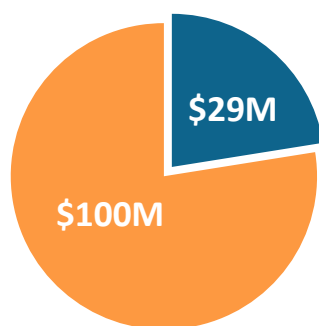
Adj. free cash flow down 9% over prior year period

Sales



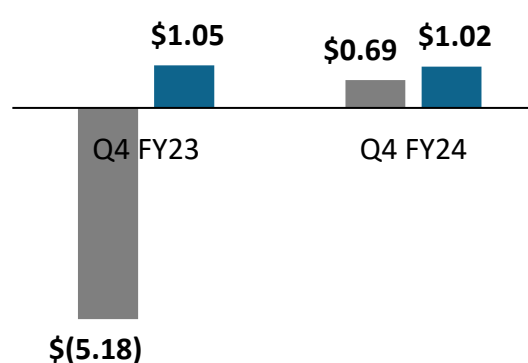
■ Revelyst ■ The Kinetic Group

Segment Adj. EBITDA⁽¹⁾⁽²⁾



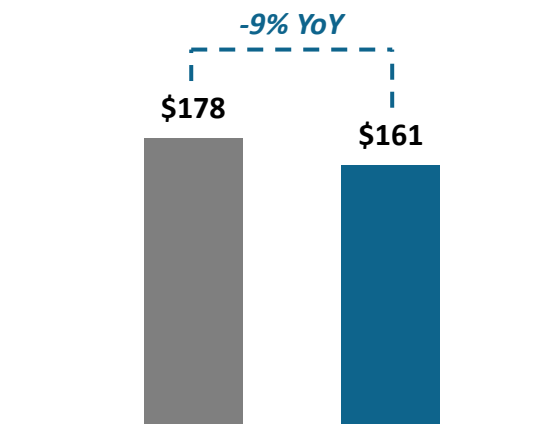
■ Revelyst ■ The Kinetic Group

Adj. EPS



■ GAAP ■ Non-GAAP

Adj. FCF



■ Q4 FY23 ■ Q4 FY24

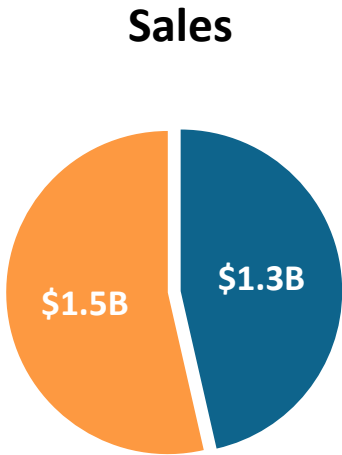
(1) Non-GAAP financial measure, See slide 4 titled "Non-GAAP Financial Measures" and appendix titled "Financial and Non-GAAP Reconciliations"; (2) Excludes Corporate expenses

Fiscal Year 2024 Financial Results



Sales

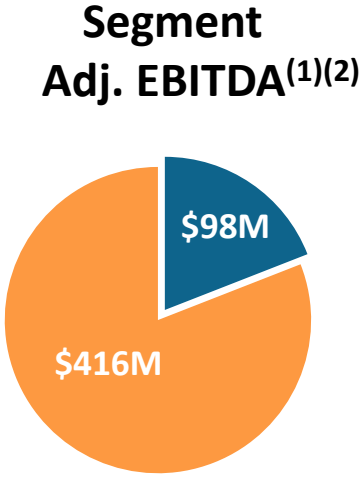
Sales declined 11% to \$2.7B
Organic sales decreased 15% to \$2.6B⁽¹⁾
The Kinetic Group: -17% to \$1.5B
Revelyst: -2% to \$1.3B
Organic: -11% to \$1.2B



■ Revelyst ■ The Kinetic Group

Adj. EBITDA⁽¹⁾

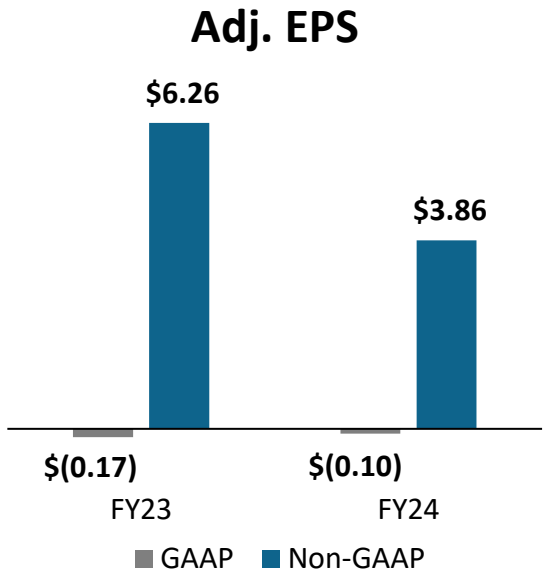
Adj. EBITDA of \$442M;
16% Margin⁽¹⁾
Organic Adj. EBITDA of \$430M
16% Margin⁽¹⁾
The Kinetic Group: 29% Margin
Revelyst: 8% Margin
Organic: 7% Margin



■ Revelyst ■ The Kinetic Group

Adj. EPS⁽¹⁾

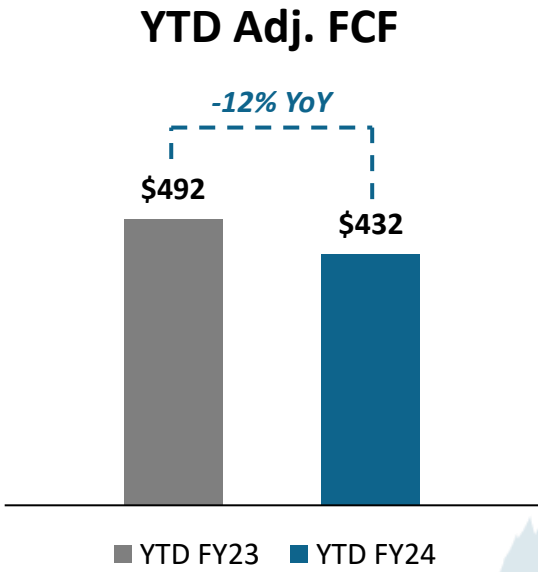
Adj. EPS of \$3.86
FY24 profitability largely impacted by lower gross profit, partially offset by decreased SG&A expenses related to inorganic business



■ GAAP ■ Non-GAAP

YTD Adj. FCF⁽¹⁾

YTD Adj. FCF of \$432M
Adj. free cash flow down 12% over prior year period



■ YTD FY23 ■ YTD FY24

(1) Non-GAAP financial measure, See slide 4 titled "Non-GAAP Financial Measures" and appendix titled "Financial and Non-GAAP Reconciliations"; (2) Excludes Corporate expenses

Q4 and Fiscal Year 2024 Financial Results



Q4 sales decline driven by The Kinetic Group, partially offset by an increase in the Revelyst business

Q4 Adjusted EBITDA decreased due to lower gross profit at The Kinetic Group, partially offset by higher gross profit at Revelyst and lower SG&A expenses at both The Kinetic Group and Revelyst

YTD Adjusted Free Cash Flow of \$432 million

(\$ in millions, except per share data)

	Q4 FY23	Q4 FY24	YoY%	YTD FY23	YTD FY24	YoY%
Sales	\$741	\$694	(6%)	\$3,080	\$2,746	(11%)
Gross Profit⁽¹⁾	\$237	\$221	(7%)	\$1,040	\$859	(17%)
Operating Expense⁽¹⁾	\$144	\$136	(6%)	\$520	\$516	(1%)
<i>Op Expense % sales</i>	19%	20%	12 bps	17%	19%	190 bps
Operating Income⁽¹⁾	\$93	\$85	(9%)	\$521	\$343	(34%)
<i>Operating Margin %</i>	13%	12%	-35 bps	17%	12%	-441 bps
EBITDA⁽¹⁾	\$118	\$109	(8%)	\$613	\$442	(28%)
<i>EBITDA Margin %</i>	16%	16%	-20 bps	20%	16%	-378 bps
Other (Inc)/Exp	(\$1)	\$0	-	(\$2)	\$2	-
Interest Expense	\$20	\$12	(38%)	\$59	\$61	3%
Net Income⁽¹⁾	\$61	\$60	(3%)	\$364	\$226	(38%)
Tax Rate	17%	17%	11 bps	22%	20%	-206 bps
Earnings Per Share⁽¹⁾	\$1.05	\$1.02	(3%)	\$6.26	\$3.86	(38%)
Free Cash Flow⁽¹⁾	\$178	\$161	(9%)	\$492	\$432	(12%)

(1) Shown on an as adjusted basis, a non-GAAP financial measure. See slide 4 titled "Non-GAAP Financial Measures" and appendix titled "Financial and Non-GAAP Reconciliations"

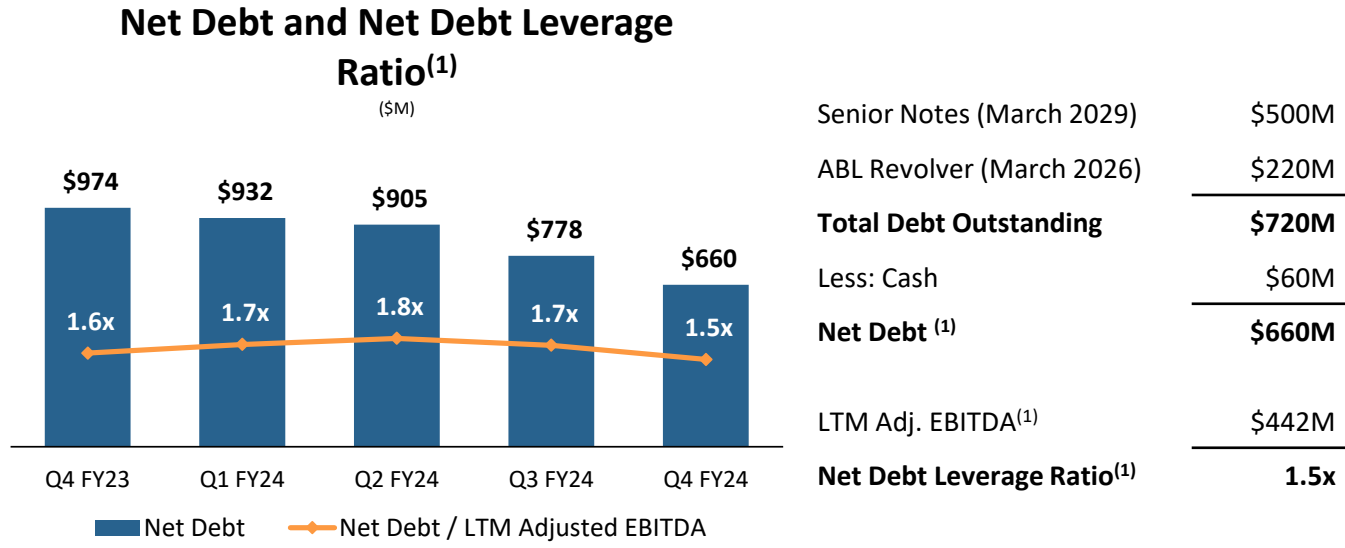
Amounts included in the table may differ due to rounding

Strong Balance Sheet Positions Company for Long-Term Growth



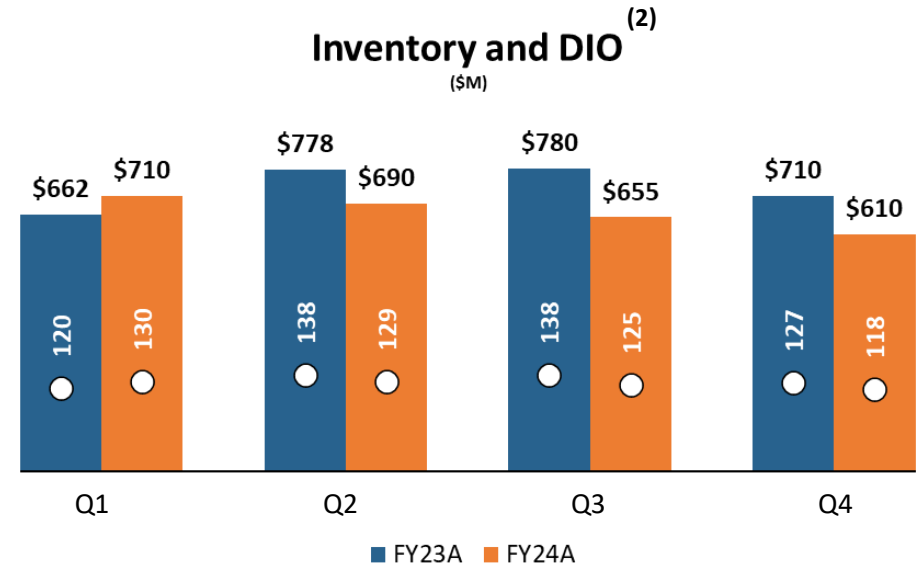
Our strong adjusted free cash flow in the quarter allowed us to decrease our net debt by \$118 million sequentially from Q3

Net Debt Leverage Ratio⁽¹⁾ of 1.5x is within the target range of 1-2x



Inventory decreased in Q4 by ~14% year over year and sequentially by ~7%, primarily driven by decreases in Revelyst inventory of ~27% year over year and ~9% sequentially

Days Inventory Outstanding (“DIO”) decreased further to 118 days in Q4



Liquidity Profile

(\$M)

	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24
Unused Credit Capacity	\$156	\$200	\$170	\$209	\$237
Cash on Hand	\$86	\$63	\$40	\$57	\$60
Liquidity	\$242	\$263	\$210	\$266	\$297

(1) Non-GAAP financial measure. See slide 4 titled "Non-GAAP Financial Measures" and appendix titled "Financial and Non-GAAP Reconciliations"
 (2) Days Inventory Outstanding can be determined by dividing the TTM COGS by the quarter-end inventory, and then multiplying the result by 365 days

Q4 Fiscal Year 2024 Business Update

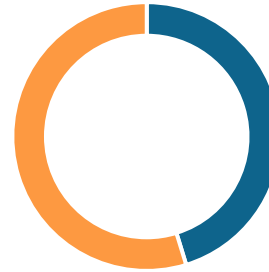


Sales



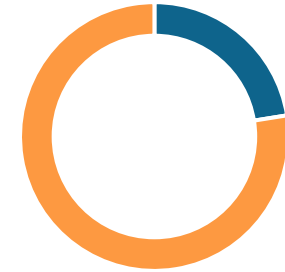
■ Revelyst ■ The Kinetic Group

Gross Profit



■ Revelyst ■ The Kinetic Group

Segment Adj. EBITDA⁽¹⁾⁽²⁾



■ Revelyst ■ The Kinetic Group

REVELYST

\$332M

+1% YoY

- Increased volume as a result of new product introductions in Revelyst Precision Sports Technology
- Partially offset by lower volume in Revelyst Outdoor Performance

\$100M

+17% YoY

- Increased efficiencies, volume, and price
- Partially offset by increased discounting

\$29M

Margin: 9%

- Increase caused by higher gross profit and lower SG&A costs

THE KINETIC GROUP

\$362M

-13% YoY

- Lower volume across nearly all categories
- Lower pricing

\$121M

-21% YoY

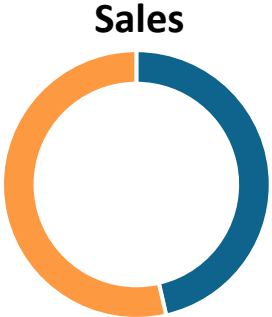
- Decreased volume and price
- Unfavorable mix and increased input costs due to inflation

\$100M

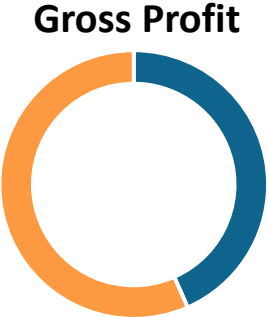
Margin: 28%

- Decline caused by lower gross profit
- Partially offset by lower SG&A costs

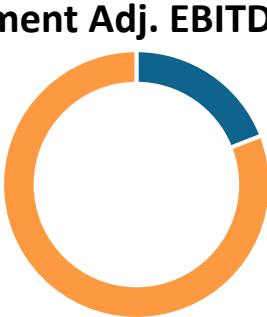
Fiscal Year 2024 Business Update



■ Revelyst ■ The Kinetic Group



■ Revelyst ■ The Kinetic Group



■ Revelyst ■ The Kinetic Group

REVELYST

\$1.3B
-2% YoY

- Lower volume and increased discounting
- Unfavorable mix in Revelyst Adventure Sports and Revelyst Outdoor Performance

\$373M
-4% YoY

- Lower organic volume, increased discounting, and unfavorable mix
- Partially offset by volume from inorganic business and increased efficiencies

\$98M
Margin: 8%

- Decline caused by increased SG&A costs related to prior year acquisitions and lower gross profit
- Partially offset by lower SG&A costs related to organic business

THE KINETIC GROUP

\$1.5B
-17% YoY

- Lower volume across nearly all categories as channel inventory has normalized, termination of the Lake City contract in Q3 FY23, and lower pricing
- Partially offset by increased shipments and lower discounting

\$486M
-26% YoY

- Decreased volume and price
- Unfavorable mix and increased input costs due to inflation
- Partially offset by lower discounting

\$416M
Margin: 29%

- Decline caused by lower gross profit
- Partially offset by decreased selling costs

Fiscal Year 2025 Guidance



	<i>Sales</i>	<i>Adj. EBITDA</i>	<i>Interest Expense</i>	<i>Adj. Free Cash Flow</i>	<i>Adj. EPS</i>
Vista Outdoor	\$2.665Bn – \$2.775Bn	\$410M – \$490M	\$30M – \$40M	\$240M – \$320M	\$3.60 – \$4.50
The Kinetic Group	\$1.425Bn – \$1.475Bn	\$350M – \$400M	Additional Key Guidance Assumptions and Commentary <ul style="list-style-type: none"> • Tax rate expected to be approximately 25% • CapEx expected to be approximately 1.5% of sales 		
Revelyst	\$1.240Bn – \$1.300Bn	\$130M – \$160M			



APPENDIX:

Financial and Non-GAAP

Reconciliations

Non-GAAP Financial Measures



Beginning with the second quarter of fiscal year 2024, we modified our presentation of non-GAAP results and no longer exclude from adjusted results expenses related to retention payments in connection with our acquisitions. These specified expenses that were previously excluded from adjusted results under the line items of transition costs, planned separation costs, and post-acquisition compensation are included in “operating expenses” in our as reported results. The Company made these changes to its presentation of non-GAAP financial measures following comments from, and discussions with, staff members of the U.S. Securities and Exchange Commission (the “SEC”). Prior period adjusted results have been revised for comparability. Revised adjusted EPS includes the negative impact of this change of approximately \$0.03 and \$0.14 for the three and twelve months ending March 31, 2023. The revised presentation of the reconciliation to previously reported adjusted EPS, and the revised reconciliation to adjusted results for the three and twelve months ended March 31, 2023, is reported below.

Reconciliation of previously reported adjusted EPS

(Unaudited, dollars in thousands, except per share data)	Three months ended March 31, 2023	Twelve months ended March 31, 2023
Transition costs previously specified	\$ 235	\$ 742
Planned separation costs previously specified	—	444
Post-acquisition compensation previously specified	1,497	7,880
Income tax impact	(122)	(1,023)
Decrease in as adjusted net income	<u>\$ 1,610</u>	<u>\$ 8,043</u>
Decrease in adjusted EPS	\$ 0.03	\$ 0.14
Adjusted EPS previously reported	1.08	6.40
Revised adjusted EPS	<u>\$ 1.05</u>	<u>\$ 6.26</u>

Non-GAAP Financial Measures



In addition to the results prepared in accordance with GAAP, we are providing the information below on a non-GAAP basis, including, adjusted gross profit, adjusted operating expenses, adjusted operating income (loss), adjusted other operating income margin, adjusted interest expense, adjusted taxes, adjusted tax rate, adjusted net income, and adjusted diluted earnings (loss) per share (EPS). Vista Outdoor defines these measures as gross profit, operating expenses, operating income (loss), operating income margin, other income (expense), net, interest expense, taxes, tax rate, net income (loss), and EPS excluding, where applicable, the impact of costs incurred for inventory step-up, transaction and transition costs, executive transition costs, planned separation costs, impairment, restructuring, GEAR Up restructuring, post-acquisition compensation, contingent consideration, debt extinguishment and debt acquisition costs. Vista Outdoor management is presenting these measures so a reader may compare gross profit, operating expenses, operating income (loss), operating income margin, interest expense, taxes, tax rate, net income (loss), and EPS excluding these items, as the measures provide investors with an important perspective on the operating results of the Company. Vista Outdoor management uses these measurements internally to assess business performance, and Vista Outdoor's definitions may differ from those used by other companies.

Three months ended March 31, 2024

(in thousands except per share amounts)	Gross profit	Operating expenses	Operating income	Operating income margin	Other expense, net	Interest expense	Taxes	Tax rate	Net income	EPS ⁽¹⁾
As reported	\$ 220,507	\$ 157,976	\$ 62,531	9.0 %	\$ (359)	\$ (14,861)	\$ (7,143)	15.1 %	\$ 40,168	\$ 0.69
Post Acquisition compensation	—	(848)	848	—	—	—	—	—	848	—
Transaction	—	(756)	756	—	—	—	(182)	—	574	—
Contingent Consideration	—	(2,742)	2,742	—	—	—	—	—	2,742	—
Impairment	—	(1,258)	1,258	—	—	—	(302)	—	956	—
Debt Extinguishment	—	—	—	—	—	2,423	(582)	—	1,841	—
Restructuring	—	(450)	450	—	—	—	(108)	—	342	—
Gear Up restructuring	—	(7,478)	7,478	—	—	—	(1,795)	—	5,683	—
Transition	—	(542)	542	—	—	—	(130)	—	412	—
Planned separation costs	—	(8,131)	8,131	—	—	—	(1,951)	—	6,180	—
As adjusted	\$ 220,507	\$ 135,771	\$ 84,736	12.2 %	\$ (359)	\$ (12,438)	\$ (12,193)	16.9 %	\$ 59,746	\$ 1.02

(1) As reported net earnings per share and adjusted net earnings per share are both calculated based on 58,517 diluted weighted average shares of common stock.

Three months ended March 31, 2023

(in thousands except per share amounts)	Gross profit	Operating expenses	Operating income (loss)	Operating income margin	Other income, net	Interest expense	Taxes	Tax rate	Net income (loss)	EPS ⁽¹⁾
As reported	\$ 235,747	\$ 528,170	\$ (292,423)	(39.5)%	\$ 744	\$ (20,120)	\$ 17,464	5.6 %	\$ (294,335)	\$ (5.18)
Post Acquisition compensation	—	5,765	(5,765)	—	—	—	1,346	—	(4,419)	—
Transaction	—	(60)	60	—	—	—	(16)	—	44	—
Contingent Consideration	—	11,105	(11,105)	—	—	—	981	—	(10,124)	—
Inventory Step-Up	1,449	—	1,449	—	—	—	(362)	—	1,087	—
Executive Transition Costs	—	(5,631)	5,631	—	—	—	(706)	—	4,925	—
Impairment	—	(374,355)	374,355	—	—	—	(25,896)	—	348,459	—
Restructuring	—	(13,111)	13,111	—	—	—	(3,278)	—	9,833	—
Transition	—	(3,318)	3,318	—	—	—	(830)	—	2,488	—
Planned separation costs	—	(4,448)	4,448	—	—	—	(1,112)	—	3,336	—
As adjusted	\$ 237,196	\$ 144,117	\$ 93,079	12.6 %	\$ 744	\$ (20,120)	\$ (12,409)	16.8 %	\$ 61,294	\$ 1.05

(1) Potential common stock equivalents were excluded from the computation of as reported net loss per share, as their effect was antidilutive. As reported net loss per share is calculated based on 56,776 basic and diluted weighted average shares of common stock. Adjusted net income per share is calculated based on 58,342 diluted shares of common stock.

Non-GAAP Financial Measures



In addition to the results prepared in accordance with GAAP, we are providing the information below on a non-GAAP basis, including, adjusted gross profit, adjusted operating expenses, adjusted operating income (loss), adjusted other operating income margin, adjusted interest expense, adjusted taxes, adjusted tax rate, adjusted net income, and adjusted diluted earnings (loss) per share (EPS). Vista Outdoor defines these measures as gross profit, operating expenses, operating income (loss), operating income margin, other income (expense), net, interest expense, taxes, tax rate, net income (loss), and EPS excluding, where applicable, the impact of costs incurred for inventory step-up, transaction and transition costs, executive transition costs, planned separation costs, impairment, restructuring, GEAR Up restructuring, post-acquisition compensation, contingent consideration, debt extinguishment and debt acquisition costs. Vista Outdoor management is presenting these measures so a reader may compare gross profit, operating expenses, operating income (loss), operating income margin, interest expense, taxes, tax rate, net income, and EPS excluding these items, as the measures provide investors with an important perspective on the operating results of the Company. Vista Outdoor management uses these measurements internally to assess business performance, and Vista Outdoor's definitions may differ from those used by other companies.

Year ended March 31, 2024

(in thousands except per share amounts)

	Gross profit	Operating expenses	Operating income	Operating income margin	Other expense, net	Interest expense	Taxes	Tax rate	Net income (loss)	EPS ⁽¹⁾
As reported	\$ 858,985	\$ 808,532	\$ 50,453	1.8 %	\$ (1,988)	\$ (62,949)	\$ 8,979	62.0 %	\$ (5,505)	\$ (0.10)
Post acquisition compensation	—	(1,328)	1,328	—	—	—	—	—	1,328	—
Transaction	—	(755)	755	—	—	—	(181)	—	574	—
Contingent consideration	—	(5,888)	5,888	—	—	—	—	—	5,888	—
Executive transition costs	—	(1,342)	1,342	—	—	—	(437)	—	905	—
Impairment	—	(220,070)	220,070	—	—	—	(47,620)	—	172,450	—
Debt extinguishment	—	—	—	—	—	2,423	(582)	—	1,841	—
Restructuring	—	(5,604)	5,604	—	—	—	(1,345)	—	4,259	—
Gear Up restructuring	—	(8,279)	8,279	—	—	—	(1,987)	—	6,292	—
Transition	—	(7,310)	7,310	—	—	—	(1,754)	—	5,556	—
Planned separation costs	—	(42,179)	42,179	—	—	—	(10,123)	—	32,056	—
As adjusted	\$ 858,985	\$ 515,777	\$ 343,208	12.5 %	\$ (1,988)	\$ (60,526)	\$ (55,050)	19.6 %	\$ 225,644	\$ 3.86

(1) Potential common stock equivalents were excluded from the computation of as reported net loss per share, as their effect was antidilutive. As reported net loss per share is calculated based on 57,946 basic and diluted weighted average shares of common stock. As adjusted net income per share is calculated based on 58,445 diluted shares of common stock.

Year ended March 31, 2023

(in thousands except per share amounts)

	Gross profit	Operating expenses	Operating income (loss)	Operating income margin	Other income, net	Interest expense	Taxes	Tax rate	Net income (loss)	EPS ⁽¹⁾
As reported	\$1,030,897	\$ 923,042	\$ 107,855	3.5 %	\$ 2,124	\$ (59,317)	\$ (60,380)	119.2 %	\$ (9,718)	\$ (0.17)
Post acquisition compensation	—	1,017	(1,017)	—	—	—	375	—	(642)	—
Transaction	—	(8,105)	8,105	—	—	—	(1,497)	—	6,608	—
Contingent consideration	—	27,508	(27,508)	—	—	—	1,003	—	(26,505)	—
Inventory step-up	9,528	—	9,528	—	—	—	(2,382)	—	7,146	—
Executive transition costs	—	(5,631)	5,631	—	—	—	(706)	—	4,925	—
Impairment	—	(374,355)	374,355	—	—	—	(25,896)	—	348,459	—
Debt Issuance	—	—	—	—	—	785	(196)	—	589	—
Restructuring	—	(13,111)	13,111	—	—	—	(3,278)	—	9,833	—
Transition	—	(4,315)	4,315	—	—	—	(1,079)	—	3,236	—
Planned separation costs	—	(26,237)	26,237	—	—	—	(6,559)	—	19,678	—
As adjusted	\$1,040,425	\$ 519,813	\$ 520,612	16.9 %	\$ 2,124	\$ (58,532)	\$ (100,595)	21.7 %	\$ 363,609	\$ 6.26

(1) Potential common stock equivalents were excluded from the computation of as reported net loss per share, as their effect was antidilutive. As reported net loss per share is calculated based on 56,600 basic and diluted weighted average shares of common stock. As adjusted net income per share is calculated based on 58,104 diluted shares of common stock.

Free Cash Flow Reconciliation



Free cash flow is defined as cash provided by operating activities less capital expenditures. Vista Outdoor management believes that free cash flow provides investors with an important indication of the cash generated by our business for debt repayment, share repurchases and acquisitions after making the capital investments required to support ongoing business operations. Vista Outdoor management uses free cash flow to assess overall liquidity. Vista Outdoor's definition of free cash flow may differ from those used by other companies.

Adjusted free cash flow is defined as free cash flow eliminating the cash impact of the following items that are adjusted in our presentation of adjusted net income: transaction costs, transition costs, planned separation costs, post-acquisition compensation, restructuring, GEAR Up restructuring, and executive transition costs. Vista Outdoor management believes that adjusted free cash flow enhances investors' understanding of the liquidity of our ongoing operations. Adjusted free cash flow is also used by Vista Outdoor to assess employees' performance and determine their annual incentive payments. Vista Outdoor's definition of adjusted free cash flow may differ from those used by other companies. During the fourth quarter of fiscal year 2023, we modified our definition of adjusted free cash flow to no longer adjust for applicable tax amounts. Beginning with the second quarter of fiscal year 2024, we modified our presentation of non-GAAP results and no longer exclude from adjusted free cash flow, cash payments related to retention payments in connection with our acquisitions, restructurings, and planned separation. All periods presented have been adjusted for this modification.

(in thousands)	Three months ended March 31, 2024	Year ended March 31, 2024	Year ended March 31, 2023	Projected year ending March 31, 2025
Cash provided by operating activities (as reported)	\$ 160,618	\$ 400,887	\$ 486,185	\$279,975 - 361,625
Capital expenditures	(11,116)	(30,534)	(38,810)	~(39,975 - 41,625)
Free cash flow	149,502	370,353	447,375	\$240,000 - 320,000
Post acquisition compensation	1,603	1,853	2,984	—
Transaction	25	25	9,235	—
Executive transition costs	(418)	3,724	893	—
Restructuring	1,424	6,201	7,140	—
Gear Up restructuring	906	3,406	—	—
Transition	328	11,027	1,949	—
Planned separation costs	7,751	34,977	22,504	—
Adjusted free cash flow	<u>\$ 161,121</u>	<u>\$ 431,566</u>	<u>\$ 492,080</u>	<u>\$240,000 - 320,000</u>

Organic Sales and Organic EBITDA Reconciliation



Organic sales is a non-GAAP measure of sales growth excluding the material impacts of acquisitions from year-over-year comparisons. Sales are considered inorganic for the twelve months after acquisition. We believe this measure provides investors with a supplemental understanding of underlying sales trends by providing sales growth on a consistent basis. This measure is used in assessing achievement of management goals for at-risk compensation. Organic adjusted EBITDA is defined as net income before other income, interest, taxes and depreciation and amortization excluding the non-recurring and non-cash items referenced above and the material impacts of acquisitions from year-over-year comparisons. Adjusted EBITDA is considered inorganic for the twelve months after acquisition. We believe this metric provides investors with an important perspective on the Company's core profitability and helps investors analyze underlying trends in the Company's business. Vista Outdoor's definition of organic sales and organic adjusted EBITDA may differ from those used by other companies. When referring to "Revelyst" in the Non-GAAP reconciliations below we are referring to the Revelyst business which comprises three new operating and reportable segments: Revelyst Adventure Sports, Revelyst Precision Sports Technology and Revelyst Outdoor Performance. Please see Vista Outdoor's Annual Report on Form 10-K to be filed later this month for additional information.

Organic Sales Reconciliation (in thousands)	Three months ended		Years ended	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
The Kinetic Group	\$ 361,586	\$ 413,311	\$ 1,452,627	\$ 1,757,932
Revelyst	332,083	327,431	1,293,436	1,321,875
Sales, net	\$ 693,669	\$ 740,742	\$ 2,746,063	\$ 3,079,807
Less The Kinetic Group acquisitions	—	—	—	—
Less Revelyst acquisitions	—	—	(113,431)	—
The Kinetic Group organic sales, net	\$ 361,586	\$ 413,311	\$ 1,452,627	\$ 1,757,932
Revelyst organic sales, net	332,083	327,431	1,180,005	1,321,875
Organic sales, net	\$ 693,669	\$ 740,742	\$ 2,632,632	\$ 3,079,807

Organic Adjusted EBITDA Reconciliation (in thousands)	Three months ended		Years ended	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
The Kinetic Group	\$ 100,266	\$ 130,795	\$ 415,773	\$ 577,319
Revelyst	29,134	9,413	98,284	125,252
Corporate	(20,180)	(22,131)	(71,558)	(89,870)
Adjusted EBITDA	\$ 109,220	\$ 118,077	\$ 442,499	\$ 612,701
Less The Kinetic Group acquisitions	—	—	—	—
Less Revelyst acquisitions	—	—	(12,453)	—
Adjusted The Kinetic Group organic EBITDA	\$ 100,266	\$ 130,795	\$ 415,773	\$ 577,319
Adjusted Revelyst organic EBITDA	29,134	9,413	85,831	125,252
Adjusted Corporate EBITDA	(20,180)	(22,131)	(71,558)	(89,870)
Adjusted organic EBITDA	\$ 109,220	\$ 118,077	\$ 430,046	\$ 612,701
Adjusted organic The Kinetic Group EBITDA Margin	27.7 %	31.6 %	28.6 %	32.8 %
Adjusted organic Revelyst EBITDA Margin	8.8 %	2.9 %	7.3 %	9.5 %
Adjusted organic EBITDA Margin	15.7 %	15.9 %	16.3 %	19.9 %

Segment Adjusted EBITDA and Segment Adjusted EBITDA Margin Reconciliation



Adjusted EBITDA is defined as net income before other income (expense), interest, taxes, and depreciation and amortization, excluding the non-recurring and non-cash items referenced above. We calculate “Adjusted EBITDA margins” as Adjusted EBITDA divided by net sales. Vista Outdoor management believes adjusted EBITDA and adjusted EBITDA margin provide investors with an important perspective on the Company’s core profitability and help investors analyze underlying trends in the Company’s business and evaluate its performance on an absolute basis and relative to its peers. Adjusted EBITDA and adjusted EBITDA margin should be considered in addition to, and not as a substitute for, GAAP net income and GAAP net income margin. Vista Outdoor’s definitions may differ from those used by other companies. When referring to “Revelyst” in the Non-GAAP reconciliation below we are referring to the Revelyst business which comprises three new operating and reportable segments: Revelyst Adventure Sports, Revelyst Precision Sports Technology and Revelyst Outdoor Performance. Please see Vista Outdoor’s Annual Report on Form 10-K to be filed later this month for additional information.

	Three months ended March 31, 2024			Year ended March 31, 2024		
	The Kinetic Group	Revelyst	Total	The Kinetic Group	Revelyst	Total
	Segment operating income ⁽¹⁾	\$ 93,801	\$ 12,082	\$ 105,883	\$ 389,960	\$ 28,607
Depreciation and amortization	6,465	17,052	23,517	25,813	69,677	95,490
Adjusted segment EBITDA	<u>\$ 100,266</u>	<u>\$ 29,134</u>	<u>\$ 129,400</u>	<u>\$ 415,773</u>	<u>\$ 98,284</u>	<u>\$ 514,057</u>
Adjusted segment EBITDA margin	27.7 %	8.8 %		28.6 %	7.6 %	

	Three months ended March 31, 2023			Year ended March 31, 2023		
	The Kinetic Group	Revelyst	Total	The Kinetic Group	Revelyst	Total
	Segment operating income (loss) ⁽¹⁾	\$ 124,659	\$ (8,468)	\$ 116,191	\$ 552,232	\$ 62,423
Depreciation and amortization	6,136	17,881	24,017	25,087	62,829	87,916
Adjusted segment EBITDA	<u>\$ 130,795</u>	<u>\$ 9,413</u>	<u>\$ 140,208</u>	<u>\$ 577,319</u>	<u>\$ 125,252</u>	<u>\$ 702,571</u>
Adjusted segment EBITDA margin	31.6 %	2.9 %		32.8 %	9.5 %	

(1) We do not calculate GAAP net income at the segment level, but have provided segment operating income as a relevant measurement of profitability. Segment operating income does not include interest expense and taxes as well as other non-cash and non-recurring items. Segment operating income is reconciled to our consolidated net income in the segment income to consolidated net income reconciliation table included in this press release.

Consolidated Adjusted EBITDA



Adjusted EBITDA is defined as net income before other income/(expense), interest, taxes, and depreciation and amortization, excluding the non-recurring and non-cash items referenced above. We calculate “Adjusted EBITDA margins” as Adjusted EBITDA divided by net sales. Vista Outdoor management believes adjusted EBITDA and adjusted EBITDA margin provide investors with an important perspective on the Company’s core profitability and help investors analyze underlying trends in the Company’s business and evaluate its performance on an absolute basis and relative to its peers. Adjusted EBITDA and adjusted EBITDA margin should be considered in addition to, and not as a substitute for, GAAP net income and GAAP net income margin. Vista Outdoor’s definitions may differ from those used by other companies.

(Amounts in thousands)	Three months ended		Years ended	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
Net income (loss)	\$ 40,168	\$ (294,335)	\$ (5,505)	\$ (9,718)
Other expense (income), net	359	(744)	1,988	(2,124)
Interest expense, net	14,861	20,120	62,949	59,317
Income tax provision (benefit)	7,143	(17,464)	(8,979)	60,380
Depreciation and amortization	24,484	24,998	99,291	92,089
Post acquisition compensation	848	(5,765)	1,328	(1,017)
Transaction	756	60	755	8,105
Contingent consideration	2,742	(11,105)	5,888	(27,508)
Inventory step-up	—	1,449	—	9,528
Executive transition costs	—	5,631	1,342	5,631
Impairment	1,258	374,355	220,070	374,355
Restructuring	450	13,111	5,604	13,111
Gear Up restructuring	7,478	—	8,279	—
Transition	542	3,318	7,310	4,315
Planned separation costs	8,131	4,448	42,179	26,237
Adjusted EBITDA	<u>\$ 109,220</u>	<u>\$ 118,077</u>	<u>\$ 442,499</u>	<u>\$ 612,701</u>
Adjusted EBITDA margin	15.7 %	15.9 %	16.1 %	19.9 %

Segment Income to Consolidated Net Income Reconciliation



Adjusted EBITDA is defined as net income before other income/(expense), interest, taxes, and depreciation and amortization, excluding the non-recurring and non-cash items referenced above. We calculate “Adjusted EBITDA margins” as Adjusted EBITDA divided by net sales. Vista Outdoor management believes adjusted EBITDA and adjusted EBITDA margin provide investors with an important perspective on the Company’s core profitability and help investors analyze underlying trends in the Company’s business and evaluate its performance on an absolute basis and relative to its peers. Adjusted EBITDA and adjusted EBITDA margin should be considered in addition to, and not as a substitute for, GAAP net income and GAAP net income margin. Vista Outdoor’s definitions may differ from those used by other companies.

(Amounts in thousands)	Three months ended		Years ended	
	March 31, 2024	March 31, 2023	March 31, 2024	March 31, 2023
Segment income	\$ 105,883	\$ 116,191	\$ 418,567	\$ 614,655
Corporate costs and expenses ⁽¹⁾	(43,352)	(408,614)	(368,114)	(506,800)
Operating income	<u>\$ 62,531</u>	<u>\$ (292,423)</u>	<u>\$ 50,453</u>	<u>\$ 107,855</u>
Other income, net	(359)	744	(1,988)	2,124
Interest expense, net	(14,861)	(20,120)	(62,949)	(59,317)
Income tax (provision) benefit	(7,143)	17,464	8,979	(60,380)
Net Income	<u>\$ 40,168</u>	<u>\$ (294,335)</u>	<u>\$ (5,505)</u>	<u>\$ (9,718)</u>

(1) Includes corporate overhead and certain non-recurring items as described in the schedules to this release

Net Debt and Net Debt Leverage Ratio Reconciliation



Net debt is defined as total debt less cash and cash equivalents. Net debt leverage ratio is defined as net debt as of the balance sheet date divided by adjusted EBITDA for the twelve months then ended. We believe that using net debt is useful to investors in determining our leverage ratio since we could choose to use cash and cash equivalents to retire debt. Vista Outdoor's definitions may differ from those used by other companies.

(in thousands)	As of March 31, 2024
Total Debt Outstanding	\$ 720,000
Less: Cash	(60,271)
Net Debt	<u>\$ 659,729</u>

(Amounts in thousands)	Twelve months ended March 31, 2024
Net loss	\$ (5,505)
Other expense, net	1,988
Interest expense, net	62,949
Income tax benefit	(8,979)
Depreciation and amortization	99,291
Post acquisition compensation	1,328
Transaction	755
Contingent consideration	5,888
Executive transition costs	1,342
Impairment	220,070
Restructuring	5,604
Gear Up restructuring	8,279
Transition	7,310
Planned separation costs	42,179
Adjusted EBITDA	<u>\$ 442,499</u>
Net debt leverage ratio	1.5