

A photograph of a moose with large, velvet-covered antlers standing in a shallow river. The moose is facing left, and its antlers are prominent. The background consists of a dense forest of evergreen trees.

**FY 2019**  
**Fourth Quarter and Full-Year Earnings**  
**Supplemental Information**

# Forward-Looking Statements

Certain statements in this presentation and other oral and written statements made by Vista Outdoor from time to time are forward-looking statements, including those that discuss, among other things: Vista Outdoor's 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 Vista Outdoor's actual results to differ materially from expectations described in such forward-looking statements, including the following: general economic and business conditions in the United States and Vista Outdoor's other markets outside the United States, including 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; Vista Outdoor's ability to attract and retain key personnel and maintain and grow its relationships with customers, suppliers and other business partners, including Vista Outdoor's ability to obtain acceptable third party licenses; Vista Outdoor's ability to adapt its 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; Vista Outdoor's ability to maintain and enhance brand recognition and reputation; use of social media to disseminate negative commentary and boycotts; reductions, in or unexpected changes in or our inability to accurately forecast demand for ammunition, firearms or accessories or other outdoor sports and recreation products; risks associated with Vista Outdoor's sales to significant retail customers, including unexpected cancellations, delays and other changes to purchase orders; supplier capacity constraints, production disruptions or quality or price issues affecting Vista Outdoor's operating costs; Vista Outdoor's competitive environment; risks associated with compliance and diversification into international and commercial markets; changes in the current tariff structures; the supply, availability and costs of raw materials and components; increases in commodity, energy and production costs; changes in laws, rules and regulations relating to Vista Outdoor's business, such as federal and state firearms and ammunition regulations; Vista Outdoor's ability to execute its long-term growth strategy, including our ability to complete and realize expected benefits from acquisitions and integrate acquired businesses; Vista Outdoor's ability to take advantage of growth opportunities in international and commercial markets; foreign currency exchange rates and fluctuations in those rates; 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; risks associated with cybersecurity and other industrial and physical security threats; capital market volatility and the availability of financing; changes to accounting standards or policies; and changes in tax rules or pronouncements.

You are cautioned not to place undue reliance on any forward-looking statements we make. Vista Outdoor undertakes no obligation to update any forward-looking statements except as otherwise required by law. For further information on factors that could impact Vista Outdoor, and statements contained herein, please refer to Vista Outdoor's filings with the Securities and Exchange Commission.

# Fourth Quarter & Full-Year Highlights

- Fourth Quarter
  - Sales of \$515 million
  - Fully diluted earnings per share of (\$0.84)
  - Adjusted fully-diluted earnings per share<sup>(1)</sup> of \$0.01
- Full-Year
  - Sales of \$2.06 billion
  - Fully diluted earnings per share of (\$11.27)
  - Adjusted fully-diluted earnings per share<sup>(1)</sup> of \$0.14
  - Total Debt Reduction of \$211 million
  - Delivered free cash flow<sup>(1)</sup> of \$79 million
- FY2020 Guidance (*includes Savage Arms for the full-year*)
  - Sales of \$1.94 billion to \$2.03 billion
  - Interest expense of \$45 to \$50 million
  - Tax rate reported and adjusted<sup>(1)</sup> ~5%
  - Adjusted Earnings per share of \$0.28 to \$0.38
  - Capital expenditures of \$45 to \$50 million
  - Free cash flow<sup>(1)</sup> of \$55 to \$65 million



# Balance Sheet Improvements

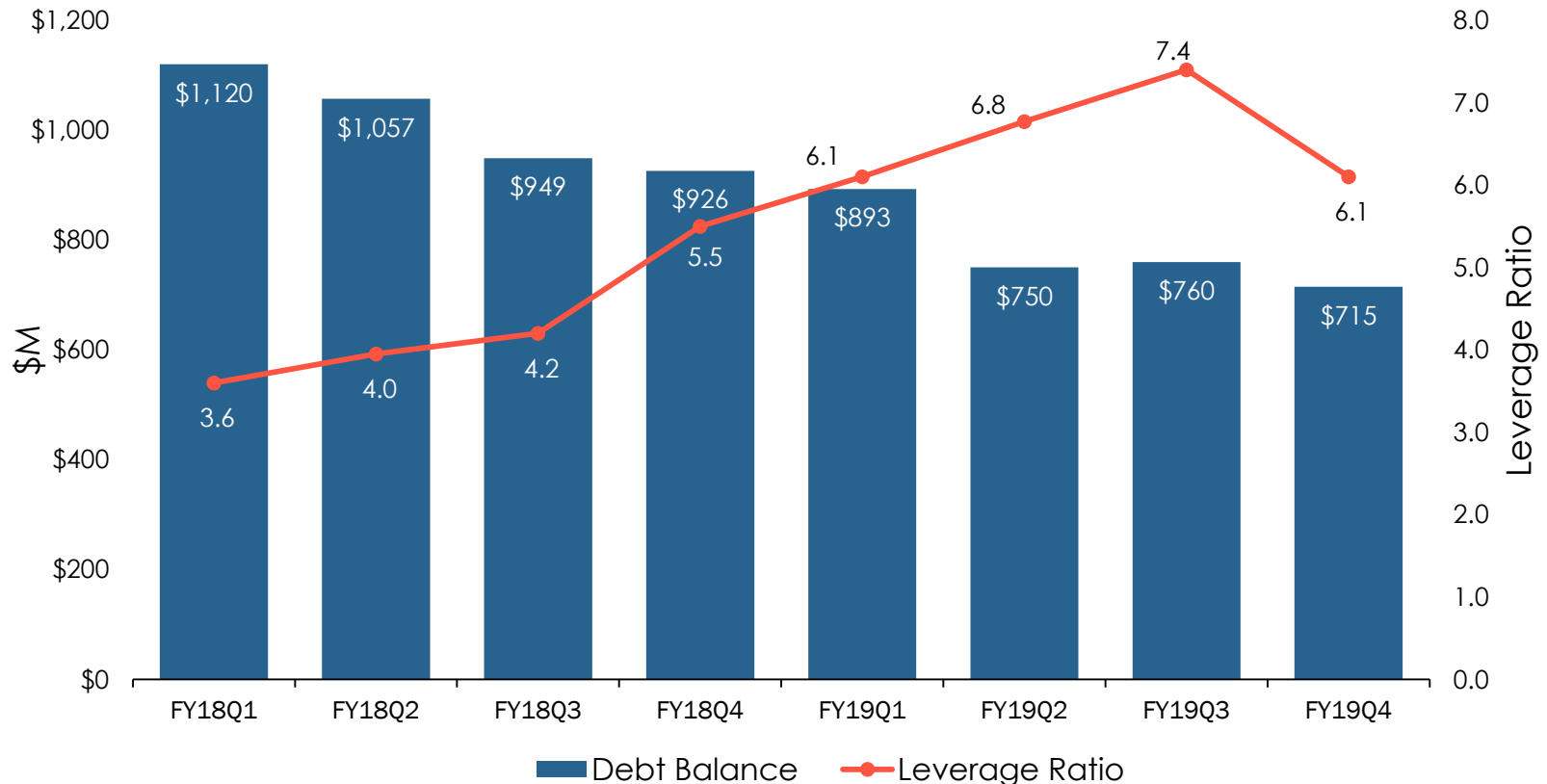
(\$ millions)	Q4 FY19 <sup>(1)</sup>	Q4 FY18 <sup>(2)</sup>
Cash & ST Investments	\$22	\$23
Total Receivables	344	422
Inventory	344	382
Assets Held For Sale	208	200
Other Current Assets	21	31
Goodwill	204	658
Intangibles	361	592
Net PPE	216	277
Other Non-Current Assets	18	29
<b>Total Assets</b>	<b>\$1,738</b>	<b>\$2,615</b>
Accounts Payable	\$99	\$115
Liabilities Held For Sale	46	42
Other Current Liabilities	172	188
Long-Term Debt	685	883
Other Liabilities	127	169
Equity	609	1,217
<b>Total Liabilities &amp; Equity</b>	<b>\$1,738</b>	<b>\$2,615</b>

<sup>(1)</sup> Values reflect held for sale accounting related to Savage Arms brands

<sup>(2)</sup> Values reflect held for sale accounting related to Bolle, Cebe and Serengeti brands  
Numbers may not foot due to rounding

# Debt Balances and Leverage Ratios

- Vista has repaid over \$400 million of debt over past two years
- Continued capital deployment focus is on debt paydown
- Long-term leverage ratio target of 2.5 – 3x
- Debt balances and leverage ratios over past eight quarters



# Consolidated Results – FY19 Q4 and Full Year

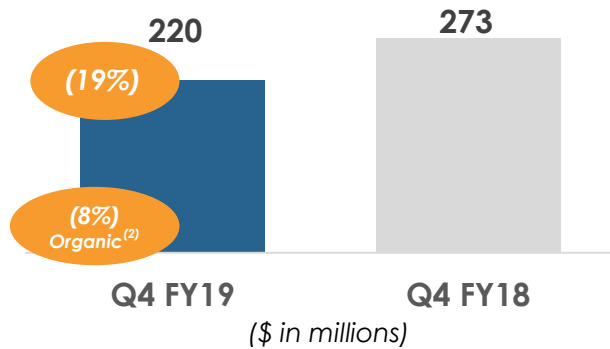
<i>(\$ millions, except per share data)</i>	<b>FY19 Q4</b>	FY18 Q4	<b>FY19</b>	FY18
Sales	<b>\$515</b>	\$571	<b>\$2,059</b>	\$2,308
<i>Organic<sup>(1)</sup></i>	\$515	\$537	\$2,007	\$2,166
Adj. Gross Profit <sup>(2)</sup>	<b>\$103</b>	\$112	<b>\$432</b>	\$524
Adj. Operating Expense <sup>(2)</sup>	<b>\$92</b>	\$123	<b>\$371</b>	\$444
Adj. Interest Expense <sup>(2)</sup>	<b>\$11</b>	\$12	<b>\$51</b>	\$49
Adj. Net Income (loss) <sup>(2)</sup>	<b>\$.4</b>	(\$12)	<b>\$8</b>	\$28
Adj. Earnings per Share <sup>(2)</sup>	<b>\$0.01</b>	(\$0.22)	<b>\$0.14</b>	\$0.50
Free Cash Flow <sup>(2)</sup> YTD			<b>\$79</b>	\$206

<sup>(1)</sup> Adjusted for the sale of Bolle, Serengeti and Cebe brands

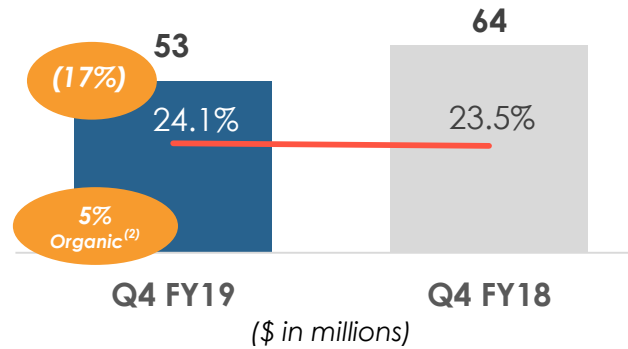
<sup>(2)</sup> Non-GAAP financial measure. See reconciliation table for details

# Outdoor Products – FY19 Q4 and Full Year

Revenue



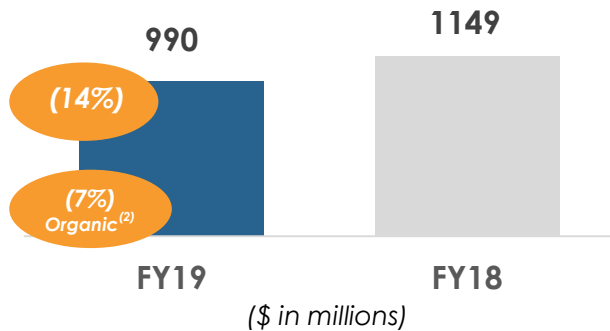
Adj. Gross Profit<sup>(1)</sup>



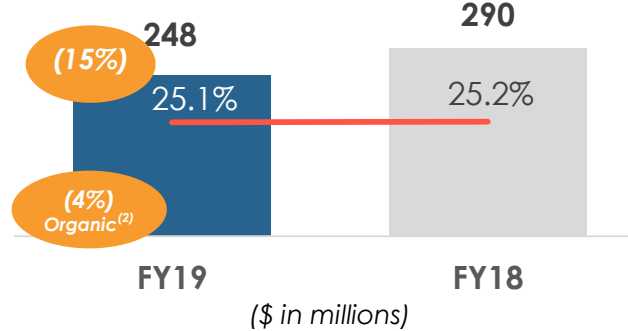
## Fourth Quarter Drivers

- Revenue decrease due to:
  - Loss of Eyewear and softness in hunting shooting accessories markets
- Gross Profit decrease due to:
  - Sale of Eyewear business and overall reduced volume

Revenue



Adj. Gross Profit<sup>(1)</sup>



## Full Year Drivers

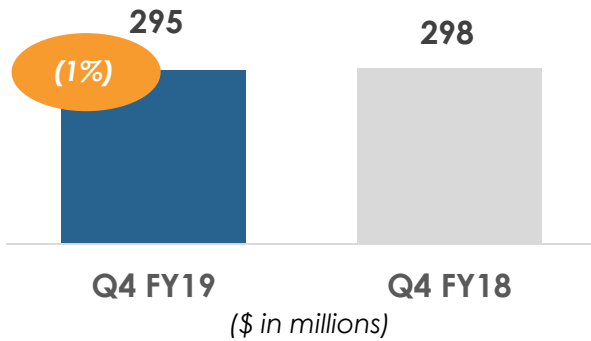
- Revenue decrease due to:
  - Loss of eyewear and lower volumes across all product lines, offset by growth in Outdoor Cooking
- Gross Profit decrease due to:
  - Sale of Eyewear business and Lower sales volume as noted above and product mix

<sup>(1)</sup> Non-GAAP financial measure. See reconciliation table for details.

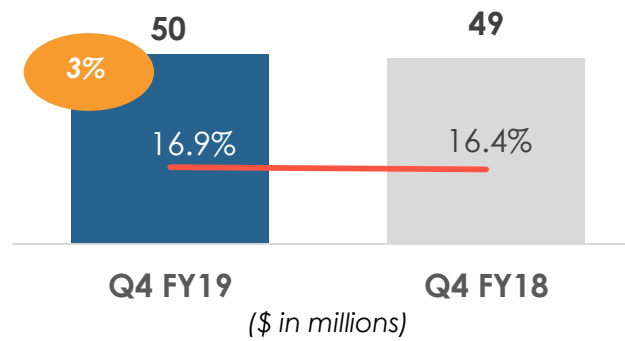
<sup>(2)</sup> Adjusted for sale of Bolle, Serengeti and Cebe brands

# Shooting Sports – FY19 Q4 and Full Year

Revenue



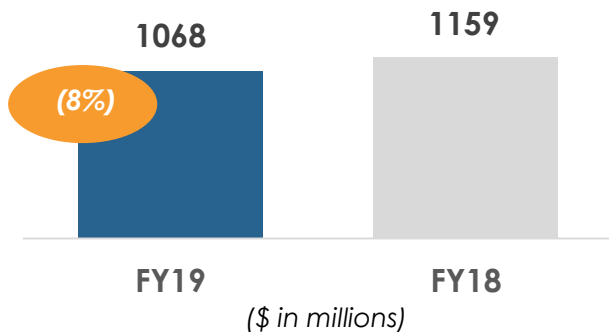
Adj. Gross Profit<sup>(1)</sup>



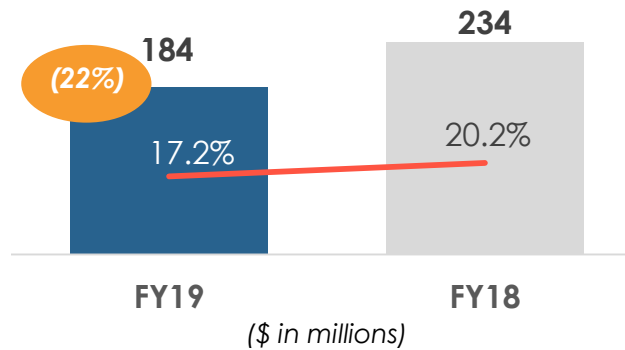
## Fourth Quarter Drivers

- Revenue decrease due to:
  - Continued Shooting Sports market softness
- Gross Profit increase due to:
  - Favorable commodities, reduced discounting, offset by lower sales volume

Revenue



Adj. Gross Profit<sup>(1)</sup>



## Full Year Drivers

- Revenue decrease due to:
  - Continued Shooting Sports market softness, offset by growth in new products and international
- Gross Profit decrease due to:
  - Overall less favorable commodities, lower sales volume as noted above

<sup>(1)</sup> Non-GAAP financial measure. See reconciliation table for details.



# FY2020 Outlook

<b>FY2020 Guidance<sup>(3)</sup></b>	
Sales	\$1.94 to \$2.03 billion
Interest expense <sup>(1)</sup>	\$45 to \$50 million
Adj. Tax rate <sup>(2)</sup>	~5%
Adj. Earnings per share <sup>(2)</sup>	\$0.28 to \$0.38
Capital expenditures	\$45 million to \$50 million
Free cash flow <sup>(2)</sup>	\$55 to \$65 million

**Notes:**

<sup>(1)</sup> Includes amortization of financing costs.

<sup>(2)</sup> Non-GAAP financial measure. See reconciliation table for details.

<sup>(3)</sup> Includes Savage Arms for the full-year



# Appendix:

## Reconciliation to GAAP Measures

# Non-GAAP Financial Measures

The adjusted gross profit, adjusted operating expenses, adjusted operating profit, adjusted other income(expense), adjusted earnings before interest and tax (EBIT), adjusted interest expense, adjusted tax rate, adjusted net income, and adjusted earnings per share (adjusted EPS) presented below are non-GAAP financial measures. Vista Outdoor defines these measures as gross profit, operating expenses, operating profit, EBIT, other income/(expense) tax rate, net income, and EPS excluding, where applicable, the impact of costs incurred for contingent consideration, current and potential transaction costs, debt issuance costs, CEO/CFO transition costs, goodwill and intangibles impairment, impairment of held-for-sale assets, loss on eyewear sale, business transformation activities, reorganization, pension curtailment and tax reform. Vista Outdoor management is presenting these measures so a reader may compare gross profit, EBIT, 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 this measurement internally to assess business performance, and Vista Outdoor's definition may differ from those used by other companies.

<b>Total Vista Outdoor for the Quarter Ended</b>									
<b>March 31, 2019</b>	<b>Gross Profit</b>	<b>Operating Expenses</b>	<b>Operating Profit</b>	<b>EBIT</b>	<b>Interest Expense</b>	<b>Taxes</b>	<b>Tax Rate</b>	<b>Net Income</b>	<b>EPS</b>
As reported	\$ 99,357	\$ 135,740	\$ (36,383)	\$ (36,383)	\$ (10,851)	\$ 1,401	(3.0)%	\$ (48,635)	\$ (0.84)
Contingent Consideration	—	(843)	843	843	—	202		641	0.01
Transaction costs	—	(14)	14	14	—	(214)		228	—
Debt issuance costs	—	—	—	—	(385)	(92)		(293)	(0.01)
Goodwill and intangibles impairment	—	—	—	—	—	(4,605)		4,605	0.08
Impairment of held-for-sale assets	—	(36,384)	36,384	36,384	—	—		36,384	0.63
Transformation	3,624	(6,194)	9,818	9,818	—	2,356		7,462	0.13
As adjusted	\$ 102,981	\$ 92,305	\$ 10,676	\$ 10,676	\$ (11,236)	\$ (952)	170.0%	\$ 392	\$ 0.01
<b>March 31, 2018</b>	<b>Gross Profit</b>	<b>Operating Expenses</b>	<b>Operating Profit</b>	<b>EBIT</b>	<b>Interest Expense</b>	<b>Taxes</b>	<b>Tax Rate</b>	<b>Net Income</b>	<b>EPS</b>
As reported	\$ 109,322	\$ 125,068	\$ (15,746)	\$ (15,746)	\$ (11,758)	\$ (11,582)	42.1%	\$ (15,922)	\$ (0.28)
Contingent consideration	—	2,989	(2,989)	(2,989)	—	285		(3,274)	(0.06)
Transaction costs	—	(895)	895	895	—	303		592	0.01
CEO/CFO transition costs	—	(291)	291	291	—	86		205	—
Tax reform	—	—	—	—	—	(1,713)		1,713	0.03
Reorganization	2,901	(3,660)	6,561	6,561	—	2,218		4,343	0.08
As adjusted	\$ 112,223	\$ 123,211	\$ (10,988)	\$ (10,988)	\$ (11,758)	\$ (10,403)	45.7%	\$ (12,343)	\$ (0.22)

# Non-GAAP Financial Measures

The adjusted gross profit, adjusted operating expenses, adjusted operating profit, adjusted other income(expense), adjusted earnings before interest and tax (EBIT), adjusted interest expense, adjusted tax rate, adjusted net income, and adjusted earnings per share (adjusted EPS) presented below are non-GAAP financial measures. Vista Outdoor defines these measures as gross profit, operating expenses, operating profit, EBIT, other income/(expense) tax rate, net income, and EPS excluding, where applicable, the impact of costs incurred for contingent consideration, current and potential transaction costs, debt issuance costs, CEO/CFO transition costs, goodwill and intangibles impairment, impairment of held-for-sale assets, loss on eyewear sale, business transformation activities, reorganization, pension curtailment and tax reform. Vista Outdoor management is presenting these measures so a reader may compare gross profit, EBIT, 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 this measurement internally to assess business performance, and Vista Outdoor's definition may differ from those used by other companies.

## Total Vista Outdoor for the Year Ended

March 31, 2019	Gross Profit	Operating Expenses	Operating Profit	Other Income / (Expense)	EBIT	Interest Expense, Net	Taxes	Tax Rate	Net Income	EPS
As reported	\$ 415,688	\$ 1,025,973	\$ (610,285)	\$ (6,796)	\$ (617,081)	\$ (57,191)	\$ (25,829)	3.8%	\$ (648,443)	\$ (11.27)
Contingent Consideration	—	(3,371)	3,371	—	3,371	—	809		2,562	0.04
Transaction costs	—	(9,824)	9,824	—	9,824	—	2,141		7,683	0.13
Debt issuance costs	—	—	—	—	—	5,879	1,411		4,468	0.08
Goodwill and intangibles impairment	—	(536,627)	536,627	—	536,627	—	13,197		523,430	9.10
Loss on Eyewear sale	—	—	—	4,925	4,925	—	(1,379)		6,304	0.11
Impairment of held-for-sale assets	—	(84,555)	84,555	—	84,555	—	—		84,555	1.47
Transformation	15,909	(20,771)	36,680	1,871	38,551	—	8,803		29,748	0.52
Tax reform	—	—	—	—	—	—	2,189		(2,189)	(0.04)
As adjusted	\$ 431,597	\$ 370,825	\$ 60,772	\$ —	\$ 60,772	\$ (51,312)	\$ 1,342	14.2%	\$ 8,118	\$ 0.14
March 31, 2018	Gross Profit	Operating Expenses	Operating Profit	Other Income / (Expense)	EBIT	Interest Expense, Net	Taxes	Tax Rate	Net Income	EPS
As reported	\$ 520,962	\$ 605,537	\$ (84,575)	\$ —	\$ (84,575)	\$ (49,214)	\$ (73,557)	55.0%	\$ (60,232)	\$ (1.05)
Contingent consideration	—	1,515	(1,515)	—	(1,515)	—	1,197		(2,712)	(0.05)
Transaction costs	—	(1,893)	1,893	—	1,893	—	654		1,239	0.02
Pension curtailment	—	5,782	(5,782)	—	(5,782)	—	(2,154)		(3,628)	(0.06)
CEO/CFO transition costs	—	(9,747)	9,747	—	9,747	—	3,234		6,513	0.11
Impairment	—	(152,320)	152,320	—	152,320	—	23,392		128,928	2.25
Tax reform	—	—	—	—	—	—	47,087		(47,087)	(0.82)
Reorganization	2,901	(5,310)	8,211	—	8,211	—	2,775		5,436	0.09
As adjusted	\$ 523,863	\$ 443,564	\$ 80,299	\$ —	\$ 80,299	\$ (49,214)	\$ 2,628	8.5%	\$ 28,457	\$ 0.50

# Non-GAAP Financial Measures

## Free Cash Flow

Free cash flow is defined as cash provided by (used for) operating activities less capital expenditures, and excluding the following costs which have been adjusted for applicable tax amounts: contingent consideration, transaction costs paid to date, debt issuance costs, CEO/CFO transition costs paid to date, loss on Eyewear sale, business transformation costs paid to date, and reorganization costs paid to date. Vista Outdoor management believes free cash flow provides investors with an important perspective on the cash available 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 internally to assess both business performance and overall liquidity.

(in thousands)	Year ended March 31, 2019	Year ended March 31, 2018	Projected Year Ending March 31, 2020 <sup>(1)</sup>
Cash provided by operating activities	\$ 97,475	\$ 252,355	\$100,000 - 115,000
Capital expenditures	(42,242)	(66,627)	~(45,000 - 50,000)
Contingent consideration	3,371	3,371	—
Transaction costs	7,466	1,239	—
Debt issuance costs	(1,411)	—	—
CEO/CFO transition costs	—	12,388	—
Loss on Eyewear sale	1,379	—	—
Transformation costs	13,339	—	—
Reorganization costs	—	3,515	—
Free cash flow	\$ 79,377	\$ 206,241	\$55,000 - 65,000 <sup>(2)</sup>

<sup>(1)</sup> Adjustments are not included in Free Cash Flow guidance until such adjustments, if any, are incurred

<sup>(2)</sup> Free Cash Flow guidance calculated as low-end of Cash from Operating Activities minus low-end of Capital Expenditures to high-end minus high-end of the respective items

# Non-GAAP Financial Measures

<b>GROSS PROFIT RECONCILIATION BY SEGMENT</b>		
<b>Outdoor Products</b>		
<b>Quarter ended March 31, 2019:</b>		
<b>(in thousands)</b>		
	<b>Cost of Sales</b>	<b>Gross Profit</b>
As reported	\$ 169,107	\$ 51,208
Business transformation	(1,817)	1,817
As adjusted	\$ 167,290	\$ 53,025
<b>Shooting Sports</b>		
<b>Quarter ended March 31, 2019</b>		
<b>(in thousands)</b>		
	<b>Cost of Sales</b>	<b>Gross Profit</b>
As reported	\$ 246,813	\$ 48,209
Business transformation	(1,807)	1,807
As adjusted	\$ 245,006	\$ 50,016



# Non-GAAP Financial Measures

## GROSS PROFIT RECONCILIATION BY SEGMENT

### Outdoor Products

Year ended March 31, 2019:

(in thousands)

	<u>Cost of Sales</u>	<u>Gross Profit</u>
As reported	\$ 752,040	\$ 237,966
Business transformation	(9,937)	9,937
As adjusted	<u>\$ 742,103</u>	<u>\$ 247,903</u>

### Shooting Sports

Year ended March 31, 2019:

(in thousands)

	<u>Cost of Sales</u>	<u>Gross Profit</u>
As reported	\$ 890,737	\$ 177,785
Business transformation	(5,972)	5,972
As adjusted	<u>\$ 884,765</u>	<u>\$ 183,757</u>