

GREEN BAY PACKERS
ANNUAL REPORT
2019/2020

VISION STATEMENT

To become and remain the standard of excellence against which all other organizations in professional sports are measured.

MISSION STATEMENT

To win championships and deliver excellent guest experiences while being guided by our core values.



PRESIDENT'S LETTER

Dear Shareholders:

As I write this Green Bay Packers Annual Report, we are all being affected by the COVID-19 pandemic. The Packers' facilities were closed on March 13 (and we just recently re-opened some of our businesses) and the majority of our staff has been working remotely into July. Like many of you, we have faced multiple challenges brought on by the pandemic, including those related to our friends, families and work.



Our Packers Family – players, coaches and entire staff – has managed the trying circumstances well. I am very proud of how our employees continued to focus on preparing for the upcoming season. Our football operations deftly transitioned to online operations, including conducting the NFL Draft and the offseason program in virtual manners. There is great uncertainty regarding the season, and we have planned for a variety of different scenarios.

In addition to facing the pandemic, our nation has witnessed the tragic killings of George Floyd, Breonna Taylor, Ahmaud Arbery and so many others. These horrifying events highlight the systemic racism that still exists in our country. There is obviously the need for real change in the areas of racism, economic inequality, police brutality and social injustice. I am impressed by how our players are bringing attention to these crucial issues. They want to affect change and shared their passion in a moving video they created. In addition, our players directed \$250,000 in an impact grant to social justice organizations in Milwaukee.

While we continue to plan for the season as it is scheduled against the backdrop of these monumental societal challenges, I am confident we will be successful. My confidence in the football team stems from the outstanding debut of Head Coach Matt LaFleur, who led the Packers to the NFC Championship game after capturing the NFC North title when many experts picked us to finish third or fourth in the division. I was particularly impressed with the resiliency the team demonstrated, with a franchise-record eight wins during the regular season by eight points or less. In addition to Matt's and his coaching staff's positive work with the team, Matt formed great relationships with General Manager Brian Gutekunst and Executive Vice President/Director of Football Operations Russ Ball. I believe all these factors bode well for our on-field future.

Off the field, our business operations continue to perform very well, giving our organization the continued financial strength to provide the needed resources to allow our team to win championships. Our revenue growth continues to be strong while we effectively manage our expenses. We continue to invest in Lambeau Field to improve the fan experience on gamedays. Improvements this year include further renovations to the concourse and enhanced Wi-Fi.

Another benefit of our strong financial performance is that it gives the organization the ability to continue to invest in the community. One of our chief components is Green Bay Packers Give Back, the all-encompassing community outreach initiative that includes charitable giving, community events and outreach programs. The charity impact in the past year was more than \$9 million. We focused this year on supporting organizations impacted by COVID-19.

We are also very pleased about the impact our mixed-use real estate development Titledown has made on the community. At nearly 45 acres, the development west of Lambeau Field is growing in popularity as an area amenity for our local residents with its year-round programming and activities. It is also helpful in generating tourism for the region. TitledownTech is leading the way for economic development by attracting and investing in innovative entrepreneurial efforts and adding to its roster of companies in several different focus areas, including medical technology, backed by more than \$20 million in venture capital funding.

Additionally, Titledown's first residents moved into their townhomes this summer, and will be joined in the next year by residents in the apartment building and several companies in the five-story office tower.

We look forward to sharing additional information with you during our virtual Annual Meeting on July 23 as we prepare to continue our success during the upcoming 2020 season.

Sincerely,

A handwritten signature in black ink that reads "Mark H. Murphy". The signature is written in a cursive, flowing style.

Mark H. Murphy
President & Chief Executive Officer



YEAR IN
REVIEW

THE OFFSEASON

The 15th Head Coach of the Green Bay Packers – Matt LaFleur – was eager to prepare for the 2019 season and get to know his team, and let the team get to know him.

“If you can show these players that you can help them, you earn trust,” he said. “And I’m not anticipating it to be Day 1. I’ve got to earn their trust, just like they’ve got to earn our trust. It’s a two-way street.”

In the process of earning trust, one has to be genuine.

“I think the only way to lead is you better be true to yourself,” he continued. “These players, they’re extremely smart. You better be real, you better be honest. That’s exactly how I’m going to be with these guys.”

On the defensive side of the ball, coordinator Mike Pettine was looking forward to his second year implementing his scheme.

“We have a much better sense of who we are and what our skill set is and what we want to get done,” he explained. “The nice thing is you don’t reset it back to Year 1. You have a little bit of momentum and you’ve built a pretty solid foundation with the guys you’re going to have back.”

“WHEN YOU COME TO THE GREEN BAY PACKERS, OBVIOUSLY, YOU RESPECT THE TRADITION, THE HISTORY, BUT FOR US AND THIS FOOTBALL TEAM, IT’S ABOUT MAKING HISTORY...WE’LL ALWAYS PAY CREDIT AND RESPECT TO WHAT’S BEEN DONE IN THE PAST, BUT FOR US, IT’S MOVING FORWARD.”

- PACKERS HEAD COACH MATT LaFLEUR

Budding star defensive lineman Kenny Clark was equally eager and felt the defensive squad had been close to breaking through in 2018.

“A lot of the games were one-score games or games that came down to the wire, where if we make a play here or there, the game is completely different. We have a young nucleus of guys who were a part of that,” Clark said.

Speaking of the nucleus, General Manager Brian Gutekunst intended to utilize free agency as a tool to enhance the player makeup, just as he did in his first year overseeing the roster.

“I think we can help our team in free agency this year, I really do,” Gutekunst said. “We’ll see how it goes. It’s an unpredictable market, it’s a small market, but I think we can help ourselves.”

The offseason is an important time of the year for a coaching staff to prepare its players, but for a new staff with a new playbook, it’s even more crucial to find its sweet spot when getting that playbook introduced.

“The toughest challenge is putting together a playbook and saying, ‘Hey, this is going to be the same playbook that we (take) to training camp,’” LaFleur said. “That’s not going to be the case. There’s going to be tweaks along the way.”

The new Packers coach was looking forward to working with Aaron Rodgers.

“I know this: When I talk to him, the guy wants to win,” LaFleur said. “I think he’s at the point of his career where he’s starting to think about his legacy and what he’s going to leave, and the only way you can do that is you better win a world championship.”

LaFleur’s approach was apparent to Green Bay’s quarterback when they had a chance to dig in and get started.

“He’s an energetic guy, he’s really intelligent, he’s a good communicator, he’s creative,” Rodgers said of his first impression of LaFleur. “It’s exciting right now because it’s different. I’ve been in the same system for 14 years and knew

that inside and out, and now I have a new challenge learning this system and becoming an expert in it and trying to find ways to make it work with the guys we’ve got.

“When things change, it kind of jogs the system a little bit. It’s exciting, though, to see the energy. There should be a lot of excitement with our fan base. There is definitely in the locker room. It’s been a good start to the change.”

Wide receiver Davante Adams agreed with the initial assessment of the team’s new leader and his approach.

“I like where this thing is headed,” Adams said. “I like his mindset and things mapped out for this offense. It’s going to be a lot of different ways to use guys. I think everybody is pretty excited right now.”

As LaFleur led his players at their first minicamp, he relayed one of his focus areas for the team: establishing their place in team lore.

“When you come to the Green Bay Packers, obviously, you respect the tradition, the history, but for us and this football team, it’s about making history,” LaFleur said. “We’ll always pay credit and respect to what’s been done in the past, but for us, it’s moving forward.”

“The expectation level is always going to be great in this organization, as it should be, but that’s really the vibe and what I want our guys to focus on.”

Za'Darius Smith made his presence quickly known in his first year with the Packers, posting 13.5 sacks, ranking No. 6 in the NFL in 2019 and tying for No. 5 for a single season in team history. He went to his first career Pro Bowl as an injury replacement after racking up a career-best 78 tackles (44 solo), a team-best 51 QB hits and a team-high 65 QB pressures. He also joined LB Preston Smith (12) as the only teammate duo in the NFL in 2019 with 12-plus sacks each and became the first duo in team history (since 1982) to both register 12-plus sacks in the same season.



Aaron Rodgers continued making history in 2019, maintaining his status as No. 1 in NFL history in career passer rating (102.4), interception percentage (1.39) and TD/INT ratio (4.33, 364/84). He earned his eighth Pro Bowl selection and posted another season with 500-plus passing attempts and fewer than 10 INTs, the most in NFL history. The 2019 season also marked Rodgers’ eighth season eclipsing the 4,000-plus passing yards mark, further extending his franchise record, while he also led the league in interception percentage (0.70) for the fourth time in his career.

THE NFL DRAFT

An unprecedented opportunity – at least in recent times – awaited the Packers in the 2019 NFL Draft: three picks in the first 44 players. Having the chance to select several top-level talents created the potential for a major impact on the present and future of the Packers.

“It’s big for our football team,” Gutekunst said from Indianapolis, the site of the annual NFL Scouting Combine, of having the 12th, 30th and 44th picks in the first two rounds. “I think it’s really important that we hit on those three picks.

Those guys up there have a chance to immediately impact our team not only for the short term but for the long term as well. We're excited."

He also will consider trades, of course, but is careful to not to be too eager to make a move up when preferred players are getting picked.

"I pray for patience all the time," Gutekunst said of the urge. "It really comes down to being about the player.

"If there's a player that I think the only way we can acquire him is to go get him and he's at a different value than the guys that will be sitting there, then we'll do it. But I'm just going to kind of see how it shakes out."

He's learned over the years he simply needs to be ready to move up or down.

"I don't think you can go into a draft rigid without looking at all the possibilities and being prepared to move either way," said Gutekunst, who certainly lived by that mantra in his first draft as GM. "I really believe you've got to be open-minded to what gets thrown at you because otherwise you could miss some opportunities."

After the preparations in Indy were complete, the frontline focus turned to free agency in March and the team made a big splash with four initial signings, players who could form a strong core for many years.

"We did want guys that we thought their best football was ahead of them," Gutekunst said of adding outside linebackers Za'Darius Smith and Preston Smith, along with safety Adrian Amos and offensive lineman Billy Turner.

"I think all four of these guys probably had their best seasons last year and they were trending in the right direction. That's the way we look at it. It doesn't always happen that way, but I think all four of these guys have really good football ahead of them."

With some needs addressed in the first days of free agency, the final preparations for the draft left Gutekunst in a good position.

"I always like to attack this thing as best player available and not focus on too many needs," Gutekunst said in his annual pre-draft news conference. "I do like our flexibility to be able to move around and not feel pigeonholed to have to take a certain position or a certain player.

"Where the team sits today, we're not super-concerned we absolutely have to do this or absolutely have to do that. We can sit back, see where the draft board is strong, try to get there, and take the best players available."

The first day of the draft saw the Packers restock the defense in two key places.

"Obviously it was a focus of ours – we wanted to improve our defense," Gutekunst said after selecting Michigan's Rashaan Gary and Maryland's Darnell Savage with a pair of first-round picks.

"We certainly added a number of bodies to that and guys we're really excited about. Football is a team game and guys will have to come together and gel, but we like the way these guys are wired."

Day 2 saw the selections of offensive lineman Elgton Jenkins in the second round and tight end Jace Sternberger in the third.

"I think our offensive coaches are pretty happy with the things we did today," Gutekunst said shortly after adding two offensive players on the second night of the Draft.

Overall, the draft featured an eight-player class, five of which are on the defensive side.

"I feel really good right now," Gutekunst said upon its conclusion. "I'm excited about Mike Pettine and the second-year guys we have in his system, and with the additions we've made, we're very optimistic about what these guys can do."

Davante Adams continued proving his eminence as one the league's best wide receivers, leading the team with 83 receptions for 997 yards and five TDs (tied for team lead) despite missing four games due to injury, giving him back-to-back 80-catch seasons. Adams was named to the Pro Bowl as an injury replacement, after ranking No. 5 in the NFL in receiving yards per game. In the 2019 playoffs, he became just the second player in NFL history to post back-to-back games with eight-plus receptions and 130-plus receiving yards in a single postseason.



Kenny Clark sustained his dominance on the defensive line in his fourth season, starting in all 16 games and ranking No. 2 on the team with a career-high 89 tackles (52 solo) and tying his career high with six sacks. He earned his first trip to the Pro Bowl as an injury replacement after also recording a forced fumble, 11 tackles for a loss, 28 QB hits (No. 3 on the team) and 32 QB pressures (tied for No. 3 on the team).

Preston Smith caught on quickly with the Packers in his first season in Green Bay, appearing in all 16 games, achieving a career-best 12 sacks and earning a Pro Bowl nod as an alternate. Smith, who has never missed a game in his NFL career, is the only player in the league with 25-plus sacks (36.5), five-plus INTs (five) and five-plus forced fumbles (five) since 2015. He joined LB Za'Darius Smith as the only teammate duo in the NFL in 2019 with 12-plus sacks each and became the first duo in team history (since 1982) to both register 12-plus sacks in the same season.



Aaron Jones had his finest season so far as a pro in 2019, tying for the NFL lead in rushing TDs (16) and for the league lead with 19 total TDs, emerging as one of the league's best running backs. He started all 16 games and led the team with a career-high 1,084 rushing yards on 236 carries (4.6 avg.). Including playoffs, he posted a team-record 23 TDs last season, topping the previous single-season franchise high of 22 TDs by Ahman Green in 2003. Jones also rushed for 28 TDs from 2017-19, the most ever by a Packer in his first three seasons in the NFL.

Speed and pass rushing stood out to LaFleur.

"We've added a lot of playmakers on the defensive side of the ball," he said. "I'll tell you one thing, being an offensive coach my entire career, you can never have enough pass rushers. There's nothing harder than when they can keep rotating guys through and sending fresh guys against your offensive line."

As the LaFleur's first offseason program wrapped up in June, the Packers' head coach was pleased but hardly satisfied.

"I think you always want more," LaFleur said after the final minicamp workout. "Even when they're handling it well, you still want more. So, I think we're coming together."

Fast forward to July, on the eve of training camp, Packers fans were eager to see how LaFleur and Rodgers were going to lead Green Bay's offense, and what exactly it would look like. The coach reiterated it would be a joint effort between the two.

"I've said this before – it's not necessarily about what I've done in my past or what he's done in his past," LaFleur said. "It's about how do we make this the Packers' offense, and us coming together to get us functioning at the highest possible level."

One aspect of the offense would likely be using running back Aaron Jones more in the passing game, a prospect he sensed would be coming his way in LaFleur's offense. Jones would be prepared.

"I've done a lot of work," Jones said. "If he's going to be putting me out there at wide receiver or using me in different ways in the pass game, I have to be ready. I'm confident in my hands. I'm going to continue to work them and be ready for when my number's called."

"(Find) any running back who doesn't like to be involved in the pass game. I haven't met one. Everybody likes to get involved, they like to touch the ball."

On the defensive side of the ball, expectations were high for second-year cornerback Jaire Alexander to build on a promising inaugural season, one which saw him earn all-rookie honors.

"I love everything about Jaire," LaFleur said. "I love the way he competes. He brings so much energy on a daily basis, and I think the future is bright for him. I think he's going to establish himself before long as one of our leaders on defense."

As the team worked through training camp, the offense became more comfortable with LaFleur's system and practiced repeatedly. Though Rodgers would not see any preseason game action due to multiple factors, he was confident in the progress.

"I think the preparedness is where it needs to be," Rodgers said. "I think the key, for us, is there's going to for sure be situations that come up with the new play-caller and quarterback relationship, where we're going to have to work through some things to get on the same page. But we've had a lot of great conversations."

After a 2-2 preseason that accomplished many ramp-up goals, LaFleur and the team were ready to get the regular season started.

"I definitely saw it a little bit this morning in the team meeting. You could tell our team is pretty focused and locked in," LaFleur said.

As a whole, Gutekunst was pleased with how everything looked.

"I like our veteran leadership," he reflected. "We do have a lot of new in our locker room and our coaching staff, so there's going to be a time for us to figure some things out. I do like how they're coming together right now."

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THE REGULAR SEASON

For the second straight year, the Packers and Bears would face each other to start the season. Rodgers was excited to bring a new offense to the matchup against the Packers' primordial enemies.

"When they play Green Bay, it's not just what they've seen for years – which was tough to stop," he said. "Now we're throwing new things at them with personnel groupings and motions and alignments and movement and adjustments that they haven't seen from us."

"WHAT WE DID ON DEFENSE, I THINK WE SHOWED THE LEAGUE AND FOLKS WATCHING THAT WE'RE NOT JUST AN OFFENSIVE FOOTBALL TEAM ANYMORE... WE'VE GOT A DEFENSE."

- PACKERS QUARTERBACK AARON RODGERS

"I'm obviously really hopeful that we're going to go out and play really well, but I do feel like this is just the beginning for this offense and there'll be a lot of room to grow."

While the expectation was high for the offense, it was the Packers' defense that saved the night in the 10-3 win in Chicago.

"What we did on defense, I think we showed the league and folks watching that we're not just an offensive football team anymore," Rodgers said. "We've got a defense."

Behind its three biggest offseason acquisitions – Za'Darius Smith, Preston Smith and Adrian Amos – Green Bay's defense put together an impressive performance in the victory.

The Bears were forced to punt nine times and turned the ball over on downs twice in the second half, including on their final offensive play when Preston Smith sacked Bears QB Mitchell Trubisky on fourth-and-8 from Chicago's 16-yard line to seal the win.

"I keep harping on it, man. If we all do our job and come together as one, we're going to be dominant," said Za'Darius Smith, who had three tackles, three quarterback hits and a sack in Chicago. "It doesn't matter who it is – Amos, 'P,' 23 (Jaire Alexander), 50 (Blake Martinez) – we're all going to come together and play as one."

The Packers again leaned on their defense in Week 2 as the squad came through repeatedly down the stretch to preserve a 21-16 victory over Minnesota in the home opener at Lambeau Field.

With the Vikings on the cusp of overcoming an early 21-0 deficit, the Packers' defense came up with four stops over the game's final 20 minutes to allow Green Bay to move to 2-0.

"To the credit of our guys, they stuck together," LaFleur said. "We talk sometimes about facing some adversity, and how do we respond in those tough situations. Our guys, they stuck together. They didn't blink and it was a great team win."

The Packers ran their record to 3-0 with a 27-16 triumph over Denver with a number of key plays by the defense again, with the offense also showing some signs of progress. But, there was some work still to do.

"Now, I don't think anybody's satisfied in this locker room. I know I'm not satisfied," LaFleur said. "There's a lot more out there for us."

Rodgers echoed that sentiment during the next week's ramp up to a matchup against Philadelphia.

"It's time for us to do our part on offense," Rodgers said two days before the Eagles were to visit Lambeau Field. "Moving forward, we're going to play a stretch of really good football teams. At some point, we can't expect our

defense to shut everybody down. They have been but, at some point, the offense is going to have to wake up and start making some plays.”

The offense did make some strides in the Eagles contest, including Adams’ career-high 180 receiving yards on 10 catches, but the team ultimately fell short, losing 34-27. The receiver had to leave the game late with a toe injury.

To be 3-1 through the first quarter of the season was a solid start, but the team acknowledged how close they could have been to 4-0.

“We have a lot to build on,” Rodgers said. “It’s a frustrating thing. A home game, a winnable game, against a good opponent. We just didn’t execute the way we should have to win that football game.

“I think we’re a building football team. We’re a good football team. To be a great football team, you have to win these kind of games.”

The Packers continued to build on the road the next week in Dallas, coming away with a 34-24 win in a contest that featured a career day by Jones, who produced a career-high 182 total yards and tied a franchise record with four rushing touchdowns.

The Packers returned home the next week to face Detroit and saw its all-time leading scorer, kicker Mason Crosby, celebrate a walk-off, 23-yard field goal by performing his first Lambeau Leap. Crosby had fun with the moment that provided the final points in the 23-22 victory and the team moving to 5-1.

“I didn’t like running from my teammates, it feels odd to me, I like celebrating with the guys, but that was pretty awesome,” he said.

“I THINK WE’VE FOUND A WAY TO WIN...IT HASN’T BEEN THE PRETTIEST THE ENTIRE TIME. THERE’S BEEN SOME PRETTY MOMENTS THOUGH.”

- PACKERS QUARTERBACK AARON RODGERS

The game also featured a debut of sorts for first-year receiver Allen Lazard. Stepping in for injured receivers Adams and Geronimo Allison, Lazard had four catches for a team-high 65 yards and a touchdown in the final nine minutes, 10 seconds of the Packers’ victory.

“It feels amazing,” Lazard said. “To sit here and be able to step up in a moment like this and to have the success that I had today, it’s something that I’ve dreamed about my entire life and something that I worked for. This is only the beginning. I’m just going to keep on working.”

The Packers remained home the following week and the Lambeau Field faithful was treated to an offensive show, with Green Bay scoring six touchdowns in a span of eight possessions for a runaway 42-24 victory over the Oakland Raiders.

Rodgers posted his and the franchise’s first perfect 158.3 passer rating, throwing for 429 yards and five touchdowns, and rushing himself for the other score.

“Our offense came to play today,” LaFleur said.

On the road at Kansas City the next week, the offense and defense produced with a huge game from Jones, a highlight-reel touchdown pass from Rodgers, a crucial turnover by the defense, and a grind-it-out drive to finish it off.

It all added up to a 31-24 victory for the Packers over the Chiefs to get Green Bay to 7-1.

“I think we’ve found a way to win,” Rodgers said of the team at the midway point of the season. “It hasn’t been the prettiest the entire time. There’s been some pretty moments, though.”

In addition to 226 total yards from Jones, fellow running back Jamaal Williams contributed with two scores. His second one, which broke a 17-all tie early in the fourth quarter, was an all-timer as he ran across the back of the end

zone and dove to catch a Rodgers throw that flew over tight end Jimmy Graham’s head.

After a loss at the L.A. Chargers, the Packers returned home to produce a 24-16 victory over the Carolina Panthers. Jones and Williams totaled 156 yards on the ground, with Jones scoring all three of the Packers’ touchdowns to become the first Packers running back since Jim Taylor in 1962 to have two separate games with three or more rushing touchdowns in a single season.

The win also featured an impressive goal-line stand, preventing Panthers running back and league MVP candidate Christian McCaffrey from reaching the end zone on the final play to secure the outcome.

The Packers headed west the following week for a battle with the NFC’s top team, the San Francisco 49ers, who sat atop the conference with a 9-1 record. Green Bay was not up to the task, however, and was soundly defeated, 37-8.

“I’m disappointed in myself with how we got outcoached and we got outplayed,” LaFleur said. “The bottom line, it’s unacceptable. We have to look at ourselves. There’s a lot to correct if we want to be the team we want to be.”

The team looked to shake off the lopsided loss and take control of the division over the remaining games and Rodgers felt he could lead the effort.

“Offensively, I’ve got to take the lead and get hot in December here,” Rodgers said. “Then the defense has to do their part and special teams has to play well. If we do those things, I like the talent of our football team, I like the spirit and chemistry, and I think we’ve got a chance to be in the mix.”

The Packers responded with a 31-13 victory over the New York Giants in wet conditions. Rodgers led the way with four TD passes and Lazard notched his first 100-yard game, which included a 37-yard TD.

Jones posted a big game the following week with 192 yards of total offense during the 20-15 win over Washington at Lambeau Field.

Week 15 featured another nail-biter as the Packers outlasted the Bears on a last-play, lateral-filled prayer that ended with a Chicago fumble recovery at Green Bay’s 5-yard line. The 21-13 win secured the team’s first playoff appearance in three years.

A division title was within their sights, with a win at the Vikings or Lions over the final two weeks needed to secure it. Two wins would give them a first-round bye and, with some help, the No. 1 seed.

A Monday-night, 23-10 victory at Minnesota got the first win, and the division championship. Jones led way with 154 yards rushing and two TDs, with Adams contributing 13 receptions for 116 yards.

“He’s amazing, man. I think he’s the best back in the league right now,” said guard Billy Turner of Jones. “He’s a special dude. He can catch the ball out of the backfield. He can take the handoff, run north and south (and) make people miss, and he’s probably the best red-zone threat right now in the NFL.”

“THAT WAS PRETTY INDICATIVE OF OUR SEASON RIGHT THERE...WE MADE THE PLAYS WHEN WE HAD TO.”

- PACKERS HEAD COACH MATT LaFLEUR

Treating the season finale at Detroit as a playoff game, the Packers made the most of their opportunities in the fourth quarter to turn around the contest. Linebacker Blake Martinez intercepted a David Blough pass, a wayward throw that was caused by pressure from linebacker Za’Darius Smith. The turnover led to a tying touchdown and later Crosby nailed a game-ending, 33-yard field goal for the 23-20 win.

After an appreciated bye week, the Packers hosted Seattle in the Divisional playoff and the game mirrored the season in that the team made big plays in big moments to win, 28-23, and return to the NFC title game.

Three plays in particular were vital in closing out the Seahawks: a sack by Preston Smith that ended Seattle's final drive, and two pinpoint throws for third-down conversions by Rodgers that helped run out the final minutes as Green Bay hung on for yet another down-to-the-wire win.

"That was pretty indicative of our season right there," said LaFleur. "We made the plays when we had to."

A daunting challenge awaited the Packers as they would head back to San Francisco and try to atone for their poor regular-season showing against the 49ers, but they felt ready.

"It's just a different game," safety Adrian Amos said. "Different moment. It's going to be a tough task, but we're all confident."

As much as they planned and prepared for a different game, it didn't work out, as San Francisco built an early lead again and a massive halftime deficit was just too much to overcome. The Packers did fight back, making it 37-20 by game's end, but the consequences were worse and harder to accept.

"That's why it hurts so bad, because we've accomplished a lot of great things this season," LaFleur said. "Ultimately at the end of the year only one team is going to be happy. To not finish it, it hurts. But I love this team, love what these guys are all about."

Rodgers, too, was disappointed with the game, but pleased with the season, one which didn't have high expectations from those outside the organization. The roster moves, the new coaching staff and the atmosphere in the locker room all contributed to the improvement.

"That's what made it special," Rodgers said. "It was a player-led team and a close-knit group. The pieces are in place. Last year I felt we needed to reload. We were 6-9-1. Now it's just adding to, keeping the framework in place. I feel good about our team and our organization."

Crosby, a 13-year veteran, echoed that sentiment.

"The camaraderie this team had starting last April and what we were able to build in such a short period of time with a lot of new pieces will always be special," he said. "This locker room, the way guys played for each other and came together so quickly, the chemistry that we had, I'll definitely remember this team forever."

Jaire Alexander built upon his excellent rookie year during his second season in 2019, starting in all 16 games and leading the team with 23 passes defended. He was named a Pro Bowl alternate after registering 63 tackles (41 solo), two interceptions, a forced fumble and a fumble recovery.



David Bakhtiari cemented his status as one of the league's best left tackles in 2019, earning a Pro Bowl selection and second-team All-Pro honors from The Associated Press, one of only two tackles in the league to earn AP All-Pro honors each of the last four seasons. He started all 16 games in 2019 for the fifth time in his career, helping the Packers register 18 rushing TDs on the season (tied for No. 7 in the NFL), the most by the Packers since 2009.



TITLETOWN

Located on nearly 45 acres of land just west of Lambeau Field, Tittletown is the Green Bay Packers' mixed-use, community development with a multi-acre stretch of park space that features activities, events and daily recreation year-round. Tittletown aims to maximize its unique location to attract visitors, spur regional economic growth, offer amenities to residents and complement the greater Green Bay area's draw as an excellent location to live, work and play. Since opening in 2017, Tittletown's initial tenants – Hinterland Restaurant and Brewery, Lodge Kohler and Bellin Health Tittletown Sports Medicine & Orthopedics – have continued providing excellent service and experiences.

Tittletown also includes TittletownTech, a joint venture between the Packers and Microsoft aimed at driving regional economic growth and job creation by helping businesses transform their operations through technology and digital innovation. The TittletownTech building also houses The Turn, a dining and entertainment venue that features the nation's most advanced golf and interactive gaming simulator powered by Topgolf Swing Suite, as well as an experiential Associated Bank branch.

Phase 2 of the development includes residential development that began welcoming homeowners during the summer of 2020. Construction for additional townhomes is underway, along with construction for an apartment building and office building, as well as further commercial development and more community amenities. For more information, visit [Tittletown.com](https://tittletown.com).

PACKERS NEWS

In August of 2019, the Packers wrapped up the organization's 16-month celebration of 100 Seasons. The team's centennial season honored the rich history and tradition of the team with fan festivals, concerts, a traveling Lambeau Field exhibit and a birthday celebration on Aug. 11. Following the team's birthday, the organization released "Legacy: 100 Seasons of the Green Bay Packers," a 10-part documentary series recounting each decade. The series is now available for streaming on the Packers connected TV app on Roku, Amazon Fire and Apple TV, as well as on packers.com. A Blu-ray box set is also available for purchase at the Packers Pro Shop. Later in 2020, the Packers will also publish the team's definitive history, a multi-volume book authored by Packers team historian Cliff Christl.

Former Packers safety Bobby Dillon, who owns the franchise record with 52 interceptions in eight NFL seasons, was elected this year to the Pro Football Hall of Fame as part of the 15-person Centennial Class of 2020. Dillon, who passed away last August at 89 years old, was formally recognized in February as the 26th member of the Packers to be enshrined into the Pro Football Hall of Fame.

Dillon, who played his entire career with the Packers from 1952-59, led the team in interceptions in seven of his eight seasons and three times intercepted nine passes in what were then 12-game seasons. Although he didn't play for a winner until his final season, Dillon was named to All-Pro teams from 1953-58 and was a Pro Bowl selection from 1955-58. Dillon still holds the Packers' record for return yardage on interceptions with 976 and shares the team's single-game record for interceptions with four. Dillon also returned five interceptions for touchdowns, then a club record.

Remarkably, Dillon played his entire career with only one eye. He lost his left eye when he was 10 years old following two accidents, but the loss of vision on his left side never seemed to diminish his ball awareness.



TitletownTech has continued to grow and invest since opening in 2019, helping emerging and existing businesses define and build new digital products, access capital for launching new ventures and transform their operations through technology. Joining TitletownTech's Venture Fund as investors last year were Jerry Jacobs Jr., Delaware North co-CEO and alternate governor for the Boston Bruins, and Jeff Wilpon, partner of Sterling Project Development and Sterling Equities, and chief operating officer of the New York Mets. Regional investors have also become limited partners in the Venture Fund, including AmeriLux International, Baird, Cornerstone Foundation of Northeastern Wisconsin, Dickman Ventures, Green Bay Packaging, N.E.W. Venture Foundry, Plexus, Schreiber, Schneider, Sartori Cheese, The Village Companies and Weyers Investments. The TitletownTech Venture Fund has already invested in a variety of businesses, from digital health and software companies to agriculture and video-processing startups, all of which are developing innovative products and services to address critical market challenges.



Lambeau Field has been undergoing a multi-year concourse renovation project aimed at improving guest experience, operational efficiencies and safety, as well as driving revenue and improving aesthetics. The second phase of the project was put into place for the 2019 season and included upgrades to the club-level concession stands and kitchen, additional grab-and-go locations and the US Cellular Loft on the upper concourse, a fan congregation space open to all fans on gameday, with a full bar, plenty of televisions, ample tables and chairs for fans to relax and several stationary charging stations to charge wireless devices. The new grab-and-go stands have been a great success, decreasing transaction time and increasing the amount of transactions. Phase 3 of the renovation project will be complete for the 2020 season, and includes additional grab-and-go locations on the lower and upper concourses. Additionally, the team's two outdoor practice fields, Clarke Hinkle Field and Ray Nitschke Field, are currently undergoing renovations to match the turf in Lambeau Field. As part of the renovation, a heating system has been installed under Hinkle Field to keep the ground from freezing late in the season and afford the team the opportunity to practice outside.

Two new members were elected to the Packers Board of Directors in 2019: George Koonce and Eric Torkelson. Koonce, a former Packers linebacker who played for the team from 1992-99, is currently senior vice president for university relations at Marian University. Torkelson, a former Packers running back who played for the team from 1974-79 and 1981, is a retired sales representative from Stryker Corp, a medical device company.

Additionally, Thomas Olejniczak, a member of the Board since 1986 and a member of the Executive Committee since 2013, took on emeritus status. Donald J. Long Jr., past CEO and owner of Century Drill & Tool Co. Inc., succeeded Olejniczak as a Member at Large on the Executive Committee. Thomas Lutsey, a member of the board since 1986, also took on emeritus status.



**IN EXCESS
OF \$9 MILLION**
TOTAL CHARITY IMPACT

COMMUNITY OUTREACH

The history of the Green Bay Packers is rich with on-field accomplishments and a special bond with the community that has supported the organization throughout its century-long history. The Packers' responsibility to the community has only grown with time, and as the only community-owned NFL team, we believe in utilizing the spirit of football to promote life lessons, build togetherness and create future leaders.

Green Bay Packers Give Back is the Packers' all-encompassing community outreach initiative, which includes the Green Bay Packers Foundation; appearances made by players, alumni, coaches and staff; football outreach; cash and in-kind donations; Make-A-Wish visits and community events and initiatives.

The following is an overview of the organization's Green Bay Packers Give Back efforts from the last year. Combined with direct cash donations by the Packers to various charity endeavors, these efforts resulted in a comprehensive charity impact in excess of \$9 million in 2019. The full Packers Give Back Report is available online at www.packers.com/community.



GREEN BAY PACKERS
GIVE BACK 

COMMUNITY EVENTS



EMPOWER

This leadership event, which took place in Green Bay and Milwaukee, featured speakers and activities geared at encouraging middle school students to use their influence to create positive ripples throughout the community and become the best versions of themselves.



15,350 PEOPLE ATTENDED PACKERS COMMUNITY EVENTS LAST YEAR

LAMBEAU FIELD BLOOD DRIVES

Over the course of four blood drives from May to February, 1,192 total pints of blood were collected for those in need.

SPOOKTACULAR

Over 5,000 people enjoyed the annual Spooktacular event in the Lambeau Field Atrium, which featured music and variety acts, as well as Halloween-themed crafts and activities.

PROJECT PLAY 60

At this annual event designed to get families active, kids and community members enjoyed inflatables, climbing walls, bungee trampolines, face painting and entertainment.



FESTIVAL OF LIGHTS

The Packers and Festival Foods brought the joy of the holidays to all who attended this free event. Family-friendly activities and photo opportunities with Santa Claus were offered along with the formal lighting of the tree in Harlan Plaza.



CHRISTIAN OUTREACH ECUMENICAL THANKSGIVING MEAL

Hundreds of volunteers prepped and served guests during the Thanksgiving meal. Over 2,000 meals were provided in the Atrium and delivered to the homebound.



FOOTBALL OUTREACH

10,211

COACHES, PLAYERS AND PARENTS PARTICIPATED IN PACKERS FOOTBALL OUTREACH ACTIVITIES

\$326,250

WAS DONATED TO FOOTBALL OUTREACH INITIATIVES

FOOTBALL OUTREACH CAMPS

More than 3,500 youth participated in these camps at various schools throughout the state of Wisconsin and in Tittletown, designed to get kids active and enjoying football drills.

PLAY FOOTBALL MONTH

Twelve youth football teams from across the state scrimmaged on Lambeau Field during Packers Family Night and at the Packers' two home preseason games. More than 4,000 individuals from youth football teams and PLAY 60 programs received game tickets, free of charge, for the Aug. 8 and Aug. 29 games.

EXCEPTIONAL ABILITIES CHALLENGE

Special needs athletes of all ages participated in the annual Exceptional Abilities Challenge, a flag football tournament held at Tittletown with 12 teams competing. Packers alumnus Dexter McNabb spoke to the athletes about overcoming adversity.

GREEN BAY PACKERS PARENTS CLINIC

Dozens of parents received classroom and on-field instruction on how the game of football is being played more safely.

GREEN BAY PACKERS COACHING SCHOOL

Youth football coaches learned new approaches to coaching beyond play-calling and on-field football instruction during this one-day event. Equipment grants totaling \$2,000 were donated to selected attendees' football programs.

USA FOOTBALL CLINIC

A one-day, complimentary clinic provided 100 youth football coaches from across the state the opportunity to renew their Heads Up Football Certification compliments of the Packers.

NFL FLAG TEAM AT THE PRO BOWL

Ripon Youth Football, the Packers' "At-Large" team selection, participated in the NFL FLAG Championships in Orlando, Fla., and was awarded a \$4,000 donation to assist with expenses.

GREEN BAY PACKERS 11-ON HIGH SCHOOL EVENT

Eight teams composed of 194 high school football players participated in this new scholastic-based, team-oriented and character building program focused on team players over individual recognition while providing development for all 11 athletes on both sides of the ball. Each team received a \$1,000 donation for their football program.

GREEN BAY PACKERS HIGH SCHOOL COACH OF THE WEEK PROGRAM, PRESENTED BY JACK LINK'S PROTEIN SNACKS

Ten individual high school football coaches were selected for this honor, and each received a \$2,000 donation for their football program courtesy of the Packers and Jack Link's Protein Snacks.

WISCONSIN FOOTBALL COACHES ASSOCIATION/GREEN BAY PACKERS HIGH SCHOOL COACH OF THE YEAR

Mike Minick of DeForest High School was awarded this honor and received a \$4,000 donation for the school's football program. Coach Minick competed for the Don Shula NFL High School Coach of the Year Award as the Green Bay Packers' nominee.

HIGH SCHOOL QUARTERBACK CHALLENGE PRESENTED BY HPE AND CAMERA CORNER

This on-field halftime competition featured players from two different high school teams at each home game.

NFL/LISC GRASSROOTS PROGRAM

The Racine Unified School District received a \$250,000 grant from the Packers through the NFL/LISC Grassroots Program. The grant supported the process of converting a practice field at Pritchard Park into a state-of-the-art football facility with artificial turf, proper seating, goal posts and other amenities.

LINEMAN CHALLENGE

The inaugural Packers Lineman Challenge was held in Tittletown, with athletes representing 12 high schools from around Wisconsin participating in a variety of drills. Donations totaling \$6,000 were awarded to the winner and runner-up.

BATTLE OF THE BADGES

Teams representing police and fire departments from Appleton, Brown County, De Pere, Green Bay and Milwaukee competed in a flag football tournament held in Tittletown. Each team received a \$1,100 donation for their department.

WISCONSIN YOUTH FOOTBALL STATE FORUM

The Packers, along with USA Football, the WIAA and the Wisconsin Football Coaches Association, hosted leaders from various youth football leagues to participate in open discussions about topics pertaining to youth football in Wisconsin.

GIVING

\$2.05 MILLION

WAS DISTRIBUTED OVER THE LAST YEAR FOR ANNUAL AND IMPACT GRANTS

\$1.2 MILLION

WAS RAISED FOR NONPROFIT ORGANIZATIONS THROUGHOUT WISCONSIN WITH SIGNED ITEMS PROVIDED BY THE PACKERS

MAKE-A-WISH

Through the Make-a-Wish Foundation, 17 Wishes were granted during the 2019 season.

IMPACT GRANTS

The Packers Foundation awarded \$1.05 million in impact grants this year, with \$250,000 each going to the Freedom House Ministries, Inc., Give BIG Green Bay and Greater Green Bay Habitat for Humanity, as well as \$150,000 each going to Milwaukee organizations Fellowship Open and Milwaukee Health Care Partnership.

ANNUAL GRANTS

The Packers Foundation awarded a record \$1 million in grants to 192 civic and charitable groups throughout the state of Wisconsin in its annual distribution of grants.

PACKERS GIVE BACK IMPACT GRANT

In honor of Bart Starr's life, his dedication to the community and his legacy as a Packers player, the Packers awarded a \$250,000 impact grant to the Bart and Cherry Starr Foundation. Charities supported by the donation include Rawhide, the Starr Children's Pediatric Cancer Fund, Cornerstone Schools of Alabama and the Birmingham Humane Society.

FOOTBALL EQUIPMENT

Twenty-three schools and youth teams in Wisconsin received over 800 items for their football programs, including cleats, chin straps, gloves and assorted practice equipment.

CLOTHING AND TOILETRY DONATIONS

More than 30 human services and veterans' organizations across Wisconsin benefited from donations of shoes, boots, new and gently used clothing, towels and various toiletries.

CAUSE-SPECIFIC GIVING

The Packers continued contributing to charity efforts in which the team has been involved for many years, including \$15,000 for the Coats for Kids initiative, \$15,000 toward hunger relief efforts in Brown County and \$20,000 for the Toys for Tots initiative.

FAN-SUPPORTED DONATIONS

- Commemorative Bart Starr t-shirts purchased from the Packers Pro Shop generated a \$38,950 donation to Rawhide.
- Sales of seed packets commemorating the Packers' 100 Seasons resulted in a \$25,230 donation to the American Red Cross.
- Proceeds from sales of the limited-edition "Go Pack Go" t-shirt that featured the logos of both the Milwaukee Bucks and the Packers raised \$37,500 for hunger relief efforts in Wisconsin.

EDUCATION FOCUSED GIVING

- Eleven schools received cash donations to supplement the busing expense to complete field trips to Lambeau Field.
- \$26,500 was provided to Scholarships, Inc. for four-year programs. \$26,500 was provided to NWT Educational Foundation Inc. for two-year programs. A portion of the scholarship funds came from the National Football League Properties which, at the Packers' request, returned to the Packers Foundation royalty fees paid for using the Packers logo on Wisconsin automobile license plates.
- In its third year, the Packers Student Art Contest awarded a \$5,000 donation to the winner's school in three categories: Grades 6-8, Grades 9-12, University or Technical College.



DESIGNATED GAMEDAYS

- Midwest Shrine Game: Since its inception in 1950, more than \$4 million has been raised for the Midwest Shrine's burn centers and hospital through this annual preseason game. Janine Brass, a former patient of the Shrine Hospital performed the national anthem at the 2019 Midwest Shrine Game.
- Bishop's Charities Game: For 59 years, one preseason game has been designated the Bishop's Charities Game, raising more than \$3.7 million for charity efforts in the Green Bay Diocese.

MATCHING GIFTS PROGRAM

More than 65 Packers employees participated in this program, matching their cash donations in excess of \$17,500.

COMMUNITY EVENTS GRANTS

Room rental fees, valued at more than \$21,000, were waived for the four nonprofit organizations awarded this grant.

PLAYER, COACHES & ALUMNI OUTREACH

800+ PLAYER, COACH AND ALUMNI APPEARANCES WERE HELD IN THE COMMUNITY OVER THE LAST YEAR

GREEN BAY PACKERS GIVE BACK CELEBRITY BOWLING EVENT PRESENTED BY NESTLÉ

Players, coaches and alumni raised more than \$50,000 for the Wisconsin CASA Association for its "My Stuff My Bag" program.

SALVATION ARMY – AUTOGRAPHS IN EXCHANGE FOR DONATIONS

Multiple Packers players signed autographs at the Lambeau Field Atrium in exchange for donations to the Salvation Army's Red Kettle Campaign during the holiday season. The amount raised through the autograph signings was matched by quarterback Aaron Rodgers, bringing the total donated to \$58,260.

TAILGATE TOUR

The 14th annual Tailgate Tour brought Packers players and alumni together with communities in Marshfield, Sparta, New Richmond, Chippewa Falls and Antigo, Wisconsin. Packers President/CEO Mark Murphy and Packers alumni Nick Barnett, Earl Dotson, Ryan Grant, Bernardo Harris, Aaron Kampman and Scott Wells spent the week connecting with fans. The tailgate parties raised \$339,076 for PDC Orenda Center, Boys & Girls Club of Sparta, Grace Place Shelter, Chippewa River Industries and Habitat for Humanity of Langlade County. \$10,000 also was distributed to five schools along the tour route to purchase gym equipment.

LEGENDARY QUARTERBACKS COLLECTOR'S PHOTO

More than 10,300 prints were sold, with 100 percent of the proceeds split between the quarterbacks' charities: Brett Favre – Favre4Hope Foundation; Bart Starr – Bart & Cherry Starr Foundation; Aaron Rodgers – MACC Fund.

PLAY 60 SUPER SCHOOL VISIT

A \$10,000 fitness grant was awarded to the Neenah Joint School District at the PLAY 60 Super School visit, attended by Tim Boyle, Ka'dar Hollman, Ty Summers and Dexter Williams.

ALUMNI SPORTING CLAYS

More than \$34,000 was raised for the Boys & Girls Club of Greater Green Bay at this sporting clays event. Packers alumni participating included Paul Coffman, Daryn Colledge, Jerry Kramer, Tony Moll, Craig Nall, Dave Robinson, Jason Spitz and Frank Winters.

WALTER PAYTON MAN OF THE YEAR AWARD NOMINEE

Blake Martinez was nominated by the Packers in 2019 for the Walter Payton NFL Man of the Year Award. The award is the only one in the league that recognizes a player's off-the-field community service as well as his on-the-field performance. In his fourth season in the NFL and with the Green Bay Packers, Martinez was selected as the Packers' nominee to honor his continual investment of time and talents in the community.



PLAYERS, COACHES & ALUMNI OUTREACH

SALUTE TO SERVICE AWARD

Danny Vitale was recognized as the Packers' nominee for the 2019 Salute to Service Award, which annually recognizes NFL players, coaches, personnel and alumni who demonstrate an exemplary commitment to honoring and supporting the military community.

ED BLOCK COURAGE AWARD

The Ed Block Courage Award honors NFL players who exemplify commitments to the principles of sportsmanship and courage. Mason Crosby was the Packers' 2019 recipient, after being selected by a vote of his teammates.



CHARACTER PLAYBOOK

The Packers and the United Way of Brown County teamed up for a third year to give middle school students across the state the tools to cultivate and maintain healthy relationships. Kids from five different schools tuned in to a talk with Kenny Clark during a Character Playbook Live event.



ALUMNI WEEKEND

In September, the life of Bart Starr was celebrated with the help of 65 alumni that either played with or were coached by the legendary quarterback. Cherry Starr and Bart Starr Jr. were on hand for the weekend's events which included: the Green & Gold Gala, Brunch and Learn, a tailgate party, the Packers-Vikings game, and the Bart Starr Commemorative Celebration, which took place at Rawhide in New London the day before the game.

MY CAUSE MY CLEATS

Several players and coaches wore custom cleats promoting causes important to them during the league's fourth annual campaign. Cleats that were auctioned off raised over \$16,000 for the players' causes. Packers participants and causes included:

- JAIRE ALEXANDER | Boys & Girls Club of Greater Green Bay
- ADRIAN AMOS | Adrian Amos "I'm Still Here"
- GERONIMO ALLISON | The Progress Village Panthers Inc.
- HUNTER BRADLEY | The Muscular Dystrophy Association
- OREN BURKS | South County Football Alumni Association
- KENNY CLARK | Dreams Do Come True Foundation
- MASON CROSBY | The Locker & Vince Lombardi Cancer Foundation
- KYLER FACKRELL | Disabled American Veterans
- JIMMY GRAHAM | The Jimmy Graham Foundation
- ALLEN LAZARD | PanCAN
- BLAKE MARTINEZ | St. Jude's
- LUCAS PATRICK | First Priority
- AARON RODGERS | North Valley Community Foundation
- DANNY VITALE | Ross K. MacNeill Foundation
- TRAMON WILLIAMS | 38 Reasons Foundation



MILITARY SUPPORT

THE PACKERS HAVE A PROUD HISTORY OF SUPPORTING THE MILITARY, AND THE TEAM HONORS THE MILITARY IN A VARIETY OF WAYS EACH YEAR.



SALUTE TO SERVICE FLAG FOOTBALL TOURNAMENT

The Salute to Service Flag Football Tournament was held on the field in Tittletown to the west of Lambeau Field and raised money for morale funds of each branch of the military. Each branch of the armed forces had a team participate in the tournament, with the Marines defeating the National Guard in the championship game. Donations totaling \$5,500 were made to the teams' morale funds.

FLIGHT OF CHAMPIONS HONOR FLIGHT

The Stars and Stripes Honor Flight's 55th mission, a joint effort between the Packers, Milwaukee Brewers and Milwaukee Bucks, sent three planeloads of local veterans with more than 240 veterans onboard to Washington, D.C., to visit memorials dedicated to their service. Packers alumni Jared Abbrederis, Jarrett Bush, LeRoy Butler, Johnnie Gray and Bill Schroeder served as guardians on the Green Bay flight.

OPERATION FAN MAIL

The Packers and WPS Health Solutions recognized 11 military or veteran families and groups in 2019, including several American Legion members, on the field during pregame activities at each Packers home game.



SALUTE TO SERVICE GAME

- Veterans and military members were honored at the Packers-Panthers regular season game on Nov. 10, with Holiday Mail for Heroes collecting cards from fans to be distributed to members of the military through the American Red Cross.
- The Green Bay Vet Center made its mobile vet center available to fans on the fan walkway.

FLYING FLAGS

The Packers granted more than 40 requests to fly United States flags at Lambeau Field in honor of members retiring from the military, who were also provided with Packers mementos.

OATH OF ENLISTMENT

U.S. Army, Navy, Air Force and Marine recruits took an oath of enlistment on the field during halftime of the Packers-Eagles game on Sept. 26.

HUDDLE FOR HEROES

More than 40 military veterans were treated to an afternoon at The Turn with Packers players David Bakhtiari, Bryan Bulaga, Jimmy Graham, Aaron Jones, Dean Lowry, Aaron Rodgers and Danny Vitale, along with Packers alumnus Chris Gizzi. This inaugural event's activities included a player Q&A, writing letters that were forwarded to active duty service members, interactive sports games and tours of Lambeau Field.

PACKERS VS. CANCER

THE PACKERS VS. CANCER INITIATIVE IS AIMED AT RAISING FUNDS, AWARENESS AND SUPPORT FOR THOSE WHO ARE FIGHTING OR HAVE BATTLED CANCER.

PACKERS VS. CANCER HIGH SCHOOL FOOTBALL GAME

Packers President/CEO Mark Murphy and players Tim Boyle, Tony Brown, Tyler Lancaster and Manny Wilkins, along with Packers alumni David Whitehurst and Vonta Leach were on hand to raise awareness of all cancers as the Kaukauna Ghosts hosted the Hortonville Polar Bears. The schools sold t-shirts, rally towels and raffle tickets with 100 percent of the proceeds, totaling more than \$6,000, being donated to the Vince Lombardi Cancer Foundation.

VINCE LOMBARDI HAT SALE

\$5 from each knit hat sold in the Packers Pro Shop was donated to the Vince Lombardi Cancer Foundation, totaling more than \$35,000 donated.

DONATE A DOLLAR CAMPAIGN

During the month of October, shoppers in the Packers Pro Shop took advantage of the opportunity to add \$1 or more to their purchase that went directly to the Vince Lombardi Cancer Foundation. Shoppers generously donated \$10,352, which was matched by the Packers with an additional \$10,000.



SOCIAL JUSTICE INITIATIVES

THE PACKERS SUPPORT THE ONGOING EFFORT BY NFL PLAYERS AND CLUBS TO IMPROVE THEIR COMMUNITIES THROUGH PROGRAMS AND INITIATIVES THAT REDUCE BARRIERS TO OPPORTUNITY, WHETHER THROUGH EDUCATION AND ECONOMIC ADVANCEMENT, CRIMINAL JUSTICE REFORM OR IMPROVING POLICE-COMMUNITY RELATIONS.



PACKERS & PALS MOVIE NIGHT

Relationships between kids in the Brown County PALS program and Green Bay police were built during the inaugural Police, Packers and PALS Movie Night. Youth under the age of 12 observed K-9 demonstrations and participated in character presentations prior to enjoying dinner and a movie.



SOCIAL JUSTICE DONATIONS

Packers players selected five recipient organizations to receive \$50,000 donations to fund social justice initiatives including: CASA Brown County, Boys & Girls Clubs of Greater Milwaukee, House of Hope, La Causa and Sherman Phoenix.

TRAINING CAMP & GAMEDAY INITIATIVES

BELLIN 5K RUN/WALK AT LAMBEAU FIELD AND 1K KIDS RUN PRESENTED BY EDVEST

Nonprofit organizations that assisted with these events earned \$11,257 for their programs including: American Red Cross, Bellin Run Kids for Running, Big Brothers Big Sisters of Northeast Wisconsin and Volunteer Center of Brown County.

AMERICAN FAMILY INSURANCE DREAMDRIVE

Kids from the Boys and Girls Club of Greater Green Bay had the opportunity to ride special bikes to practice with the players during training camp.

PACKERS FAMILY NIGHT

Make-A-Wish Wisconsin served as the team's official community guests. Meijer Simply Give received net proceeds from the event's parking.

TOUCHDOWNS FOR HUNGER

In its 17th season, the Touchdown for Hunger partnership with Sargento Foods donated \$58,000 to the Hunger Task Force in Milwaukee and \$29,000 to Paul's Pantry in Green Bay. An additional \$8,000 was donated resulting from fans sharing videos featuring Packers running back and touchdown leader Aaron Jones.

VOLUNTEERISM

TOTAL STAFF INVOLVEMENT

*372 PACKERS STAFF MEMBERS VOLUNTEERED
1,955 HOURS OVER THE COURSE OF A YEAR.*

GREEN BAY PACKERS GIVE BACK DAY – MAKE A DIFFERENCE DAY

Packers employees volunteered with Make a Difference Day and United Way Day of Action by packing over 200 suitcases for foster kids, cleaning up the Broadway District, completing tasks at Howe Elementary Community School and helping local seniors and those with disabilities complete outdoor tasks.

LADIES OF LAMBEAU

During "Operation Shower," ladies associated with the Packers gathered to assemble 200 care packages of baby items for expectant military families and 150 packages of disposable diapers that were given to Paul's Pantry. Three \$1,000 donations were made to nonprofit organizations suggested by volunteers.

GREEN BAY PACKERS GIVE BACK DAY – BELL RINGING

Employees volunteered for The Salvation Army of Greater Green Bay at seven locations throughout De Pere, Green Bay and Suamico, helping collect \$14,641 for the Red Kettle Campaign. The Packers matched the amount raised at Red Kettles throughout Green Bay that day up to \$15,000. In total, \$38,867.91 was raised over the course of the day for the Salvation Army's Red Kettle Campaign.

DELAWARE NORTH SPORTSERVICE CONCESSION STAND EFFORTS

Ninety-eight nonprofit groups staffed concession stands on gamedays, earning over \$1.8 million for their organizations.

FIRST DOWNS FOR TREES

The ninth year of First Downs for Trees, the Packers' partnership with Essity and Green Bay Packaging Inc., planted 437 new trees in 16 Brown County communities.

HISPANIC HERITAGE LEADERSHIP AWARD

José Vásquez, President of St. Anthony School in Milwaukee, received this award that recognizes contributions of Hispanic leaders in each NFL market. Vásquez chose St. Anthony School to receive a \$2,000 donation.



PLANTING FOR A PURPOSE PROGRAM

Aimed at encouraging gardeners to donate their fresh produce to local food pantries, the third year of this program helped collect more than 19,000 pounds of fresh produce, with more than 100 individuals who signed up to grow produce specifically for the program.

HUDDLE FOR 100

- The NFL's Huddle for 100 initiative looked to inspire 1 million people to volunteer 100 minutes of their time to make meaningful contributions to their communities. Super Bowl Sunday marked the conclusion of Huddle for 100 with a final tally of more than 1 million individuals who generated a total of 397 million minutes of volunteerism.
- The Packers' Huddle for 100 initiatives included a playground build at Milwaukee County's Center Street Park through a collaborative effort between the Packers, Milwaukee County Parks and Milwaukee County Sheriff's Department. Playground equipment donated by the Packers was installed by players Tim Boyle, Kenny Clark, Tyler Lancaster, James Looney and Dean Lowry, several deputies, community members, representatives from the Milwaukee County Parks department and staff from the Milwaukee Sales Office.

TREASURER'S REPORT TO SHAREHOLDERS

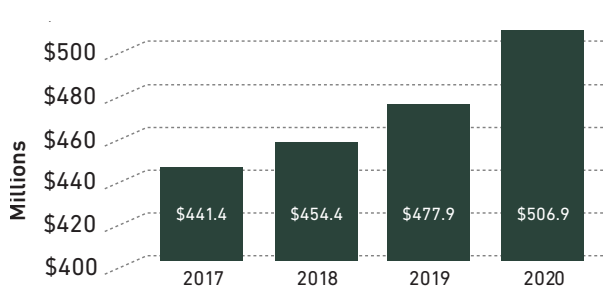
The Packers began their second century with a rebound in operating profit for fiscal 2020. The improvement was attributable to continued growth in revenue along with lower operating expenses in the period. In addition, the recent extension of the NFL's labor agreement with the players will contribute to the consistency of our business over the term of the agreement. As we look forward into fiscal 2021 and the unique challenges the pandemic may pose, we have the financial resources to sustain our business. The Packers are well positioned to support the drive for more championships and exceptional fan experiences.

The Green Bay Packers Audit Committee met with our independent accounting firm, Wipfli LLP, to review the results of our annual audit of our March 31, 2020, financial statements. Based on the audit, Wipfli issued an unqualified opinion that our fiscal 2020 and 2019 financial statements are presented fairly in conformity with U.S. generally accepted accounting principles (GAAP). Below are summary financial statements and some highlights from our operations for our 2020 and 2019 fiscal years. Some reclassifications have been made to 2019 amounts to conform to the 2020 presentation.

<u>Statement of Income</u>	<u>2020</u>	<u>2019</u>
Revenue	<i>\$ thousands</i>	
National	\$295,971	\$274,293
Local	210,914	203,650
Total revenue	<u>\$506,885</u>	<u>\$477,943</u>
Expenses		
Player costs	226,548	243,082
Team	46,510	63,595
Sales, marketing & fan engagement	66,994	66,927
Facilities, net*	33,429	30,466
General & administrative	63,101	73,149
Total expenses	<u>436,582</u>	<u>477,219</u>
Profit from operations	<u>\$70,303</u>	<u>\$ 724</u>
Net income	<u>\$34,862</u>	<u>\$ 8,368</u>

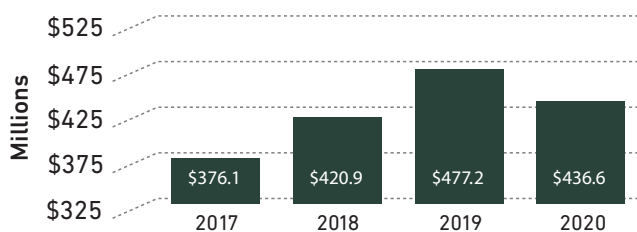
*Net of lease-obligated contributions from the Green Bay/Brown County Professional Football Stadium District toward the maintenance of Lambeau Field, of \$13.2 and \$12.5 million in 2020 and 2019, respectively.

REVENUE



Revenues increased 6.1% to \$506.9 million in 2020. National revenue grew 7.9% and local revenue improved by 3.6%, with gameday admissions and concessions, as well as sponsorship and local broadcasting leading the way.

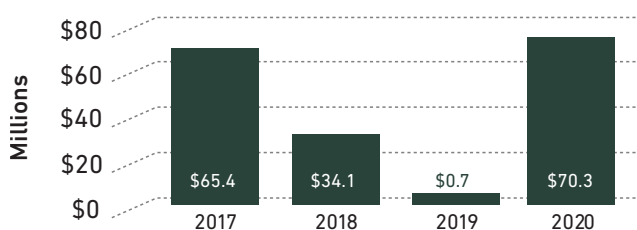
EXPENSES



Operating expenses fell 8.5% in fiscal 2020. Increased player signings, transition to a new coaching staff and an increase in our concussion liability reserve in the prior year did not repeat in fiscal 2020, allowing expenses to return to more normal levels. We continue to spend all funds allowable under the salary cap system to build a championship team.

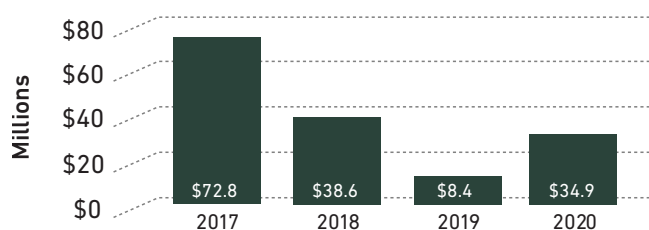
Other operating expenses are well-managed and grew at historical rates. We again donated over \$10 million toward player safety and a variety of community and social justice initiatives locally and within Wisconsin.

PROFIT FROM OPERATIONS



Operating Profit rebounded from \$724,000 last year to \$70.3 million. As noted before, investments in the roster and team along with the additional expense for the concussion settlement held down operating profit in 2019.

NET INCOME



Net income of \$34.9 million includes a significant adjustment for the new GAAP rule that requires us to record unrealized investment losses from the March bear market on our income statement. Gain and losses in prior years were recorded on the balance sheet.

PRESERVING THE PACKERS FRANCHISE

In addition to our pursuit of a 14th NFL championship, we also strive financially to preserve our community-owned franchise for future generations of Packers fans. Operating profits are invested in the team, the Lambeau Field fan experience, the community, and a fund to sustain the viability of the franchise. The size and necessity for this fund grows as the NFL grows. A summary of our financial position follows:

Balance Sheet	2020	2019
Assets	<i>\$ thousands</i>	
Cash & Investments	\$422,026	\$444,170
Unamortized signing bonuses, net	136,030	152,222
Property & equipment net	383,621	370,581
Other	101,410	98,038
Total assets	\$1,043,087	\$1,065,011
Liabilities & Equity		
Debt	144,427	147,407
Compensation liabilities	69,451	83,711
Other liabilities	130,036	170,431
Equity	699,173	663,462
Total Liabilities & Equity	\$1,043,087	\$1,065,011

The Packers have \$699 million of equity, consisting of \$87 million from our five stock offerings, and the rest from retained annual earnings. We continue to invest equity to preserve and improve Lambeau Field. We've invested \$384 million of our equity in property and equipment, and \$136 million in player contracts. The remainder is held for franchise preservation. Included in Cash & Investments above is \$370 million of investments. Our balance sheet is strong, and will help ensure our survival through the pandemic.

Our continued investment in Lambeau Field includes a multi-year update to stadium concourses and replacement of our practice fields. Fans have responded favorably to our "grab and go" concession stands that promote cashless payment and returns fans to their seats sooner. We also continue to invest in Tittletown, our real estate project just west of Lambeau Field. Tittletown is both an investment in the Green Bay community and our future by enhancing the quality of life in Brown County, while also providing a reasonable return on our investment.

We express our sincere appreciation to the residents of Brown County, Shareholders, season ticket holders, fans, employees, customers, suppliers, and friends for your support. Your passion and loyalty has sustained this franchise and is a significant factor in our success. Because of you, there is not a better story in professional sports.

Respectfully submitted,

Michael D. Simmer
Treasurer / Executive Committee





OFFICERS OF THE CORPORATION

Mark H. Murphy
President & CEO

Thomas L. Olson
Vice President & Lead Director

Michael D. Simmer
Treasurer

Daniel T. Ariens
Secretary

Susan M. Finco
Executive Committee

Donald J. Long, Jr.
Executive Committee

John L. Skoug
Executive Committee

The Green Bay Packers' executive committee directs corporate management, approves major capital expenditures, establishes broad policy and monitors management's performance in conducting the business and affairs of the corporation.

Marcia M. Anderson
Retired
U.S. Bankruptcy Court,
Western Wisconsin
Verona, Wisconsin

Daniel T. Ariens
Chairman/CEO
Ariens Company
Green Bay, Wisconsin

Nancy K. Armbrust
Retired
Schreiber Foods
Green Bay, Wisconsin

Thomas D. Arndt
Retired
Bellin Health
New Franken, Wisconsin

Ave M. Bie
Partner
Quarles & Brady, LLP
Madison, Wisconsin

Thomas J. Cardella
Retired
MillerCoors
Okauchee, Wisconsin

Richard J. Chernick
CEO
Camera Corner, Inc.
Oneida, Wisconsin

Casey Cuene
Retired
Broadway Enterprises
Green Bay, Wisconsin

Valerie Daniels-Carter
CEO
V & J Holding Companies, Inc.
Milwaukee, Wisconsin

Robyn Y. Davis
President/CEO
Brown County United Way
Green Bay, Wisconsin

Ricardo Diaz
Retired
United Community Center
Milwaukee, Wisconsin

Craig S. Dickman
Managing Director
TittletownTech
Green Bay, Wisconsin

Andrew E. Farah
Owner/Branch Manager
AFI Wealth Strategies
Green Bay, Wisconsin

Susan M. Finco
Owner/President
Leonard & Finco Public Relations, Inc.
De Pere, Wisconsin

Philip B. Flynn
President/CEO
Associated Bank-Corp
De Pere, Wisconsin

Gerald L. Ganoni
Retired
Humana
Green Bay, Wisconsin

Robin L. Gilson
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Imperial Supplies
Green Bay, Wisconsin

Johnnie L. Gray
Instructional Aide
Syble Hopp School
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Kohler Company
Kohler, Wisconsin

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Marian University
Fond du Lac, Wisconsin

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Green Bay Packaging, Inc.
Green Bay, Wisconsin

Donald J. Long, Jr.
Retired
Century Drill and Tool Co., Inc.
De Pere, Wisconsin

Larry A. McCarren
Packers Sports Analyst
Green Bay Packers
Green Bay, Wisconsin

Dexter E. McNabb
Associate Principal
Green Bay Area Public Schools
Wrightstown, Wisconsin

Mark H. Murphy
President/CEO
Green Bay Packers, Inc.
De Pere, Wisconsin

Thomas L. Olson
Retired
US Paper Mills Corp.
Green Bay, Wisconsin

Gary M. Rotherham
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The Elite Group, Inc.
Green Bay, Wisconsin

Diane L. Roundy
Executive Search
Baker Tilly, LLP
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Green Bay, Wisconsin

Michael D. Simmer
President
BMO Harris Bank-Green Bay
Green Bay, Wisconsin

Mark D. Skogen
President/CEO
Festival Foods
De Pere, Wisconsin

John L. Skoug
Chairman/CEO
Marathon Cheese Corporation
Wausau, Wisconsin

Eric G. Torkelson
Retired
Stryker Corp.
Oneida, Wisconsin

Dr. Elizabeth R. Trowbridge
Associate Vice Chair of Primary Care/
Professor of Medicine
University of Wisconsin School of
Medicine and Public Health
Madison, Wisconsin

Mike L. Weller
CEO
Mike Weller and
Associates, LLC
Appleton, Wisconsin

Michael A. Wier
Owner
Kroll's West Restaurant
De Pere, Wisconsin

Hon. John P. Zakowski
Circuit Court Judge,
Brown County
Green Bay, Wisconsin

DIRECTORS EMERITUS

John F. Bergstrom

Terry J. Bogart

John E. Broeren

Robert C. Buchanan

Robert G. Bush
(deceased)

James M. Christensen

Virgis W. Colbert

Willie D. Davis
(deceased)

Beverly A. French

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(deceased)

Pat Richter

Leo J. Scherer

Allan H. "Bud" Selig

K.C. Stock

Edward A. Thompson

Larry L. Weyers

Hon. Donald R. Zuidmulder

2020 ANNUAL MEETING

The Annual Meeting of the company's shareholders will be held virtually for the first time on Thursday, July 23, at 11 a.m. A formal notice of the Annual Meeting, together with proxy information, was mailed to shareholders in advance of the meeting.



GREEN BAY PACKERS

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