

Smarter. Stronger. Better.

Annual Report 2014













JOHNSON OUTDOORS SUCCEEDS BY ALWAYS STRIVING TO BE SMARTER, STRONGER AND BETTER. We're on a journey of continuous improvement, driving exciting advances in every aspect of our business. Reaching ever higher positions us for sustainable growth—and makes us global leaders in outdoor recreation equipment.





Global Leaders

JOHNSON OUTDOORS KNOWS OUR MARKETS AND WHAT IT TAKES TO WIN.

Who We Are



Outdoor recreation equipment sold in 80 countries

16 product categories

20 facilities worldwide

1,200 employees

Market cap ~\$300M*

*as of 9/27/2014

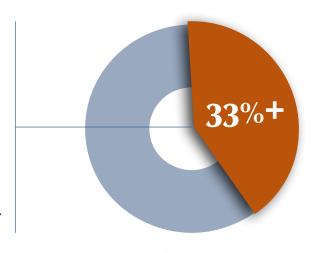




"Innovation is at the core of who we are — a strength we've cultivated for nearly half a century."

— Helen Johnson-Leipold, Johnson Outdoors Chairman & CEO

Johnson Outdoors holds 204 U.S. and international patents and 31 pending patents for innovative technology across our portfolio. Innovation fuels growth year after year. In 2014, new products generated more than a third of total sales.





Brand Masters

OUR ICONIC BRANDS PROMISE ENTHUSIASTS A GREAT OUTDOOR EXPERIENCE.









SUB GEAR

Fishing

Diving



















Camping & Hiking

Watercraft Recreation



Innovation Champions

BEING THE BEST FOR OUTDOOR ENTHUSIASTS DRIVES OUR GROWTH.









JETBOIL® Joule™ Outside magazine Gear of the Year

Market Leaders

Our brands command leading market positions.

Minn Kota® | Motors

Humminbird® | Fishfinders

Humminbird® | Digital Maps

Cannon® | Downriggers

SCUBAPRO® | Diving Gear

Jetboil® | Personal Cooking Systems

Minn Kota® | Shallow Water Anchors

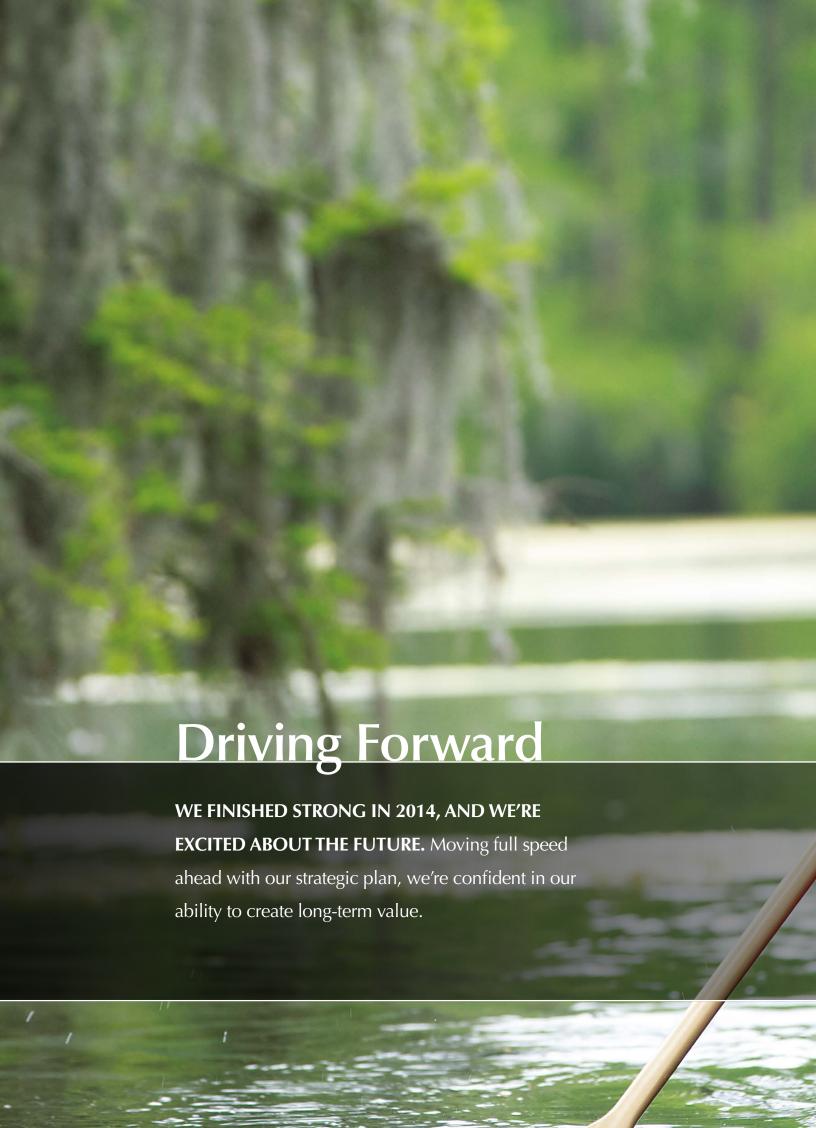
Eureka!® | Family Tents

Silva® | Field Compasses

Old Town® | Canoes

Necky® | Kayaks

Ocean Kayak™ | Kayaks







Message From the Chairman

A strong close to 2014 keeps us on track toward long-term, sustainable growth.

ohnson Outdoors went from a challenging start to a record-setting finish in 2014. During the first half

of the year, prolonged harsh winter conditions across North America and Europe froze consumer spending as well as customer orders. Sales in the first half of this year were off more than 10 percent. We stayed focused, managing production and employing strict spending and working capital controls, confident of a rebound when the weather turned.

As expected, demand grew as temperatures warmed. Strong market momentum in the second half of the year almost overcame the sales decline in the first six months. Fourth quarter sales were up 10 percent year over year, bringing total company revenue to almost even with the prior year.

Through discipline and hard work, we have better positioned Johnson Outdoors for sustained,

profitable growth. We are seeing solid return on investments in new product development,

manufacturing and operational excellence. We are making progress in achieving a better balance of profitability across our portfolio, which is a critical element of building foundational strength.

We are committed to ensuring Johnson Outdoors' long-term success. The key is

to bring added value to every aspect of the outdoor recreation enthusiast's experience.

We start by leveraging our core strengths in fishing, diving, camping, hiking and watercraft recreation. Our market knowledge, product expertise and consumer insight are unmatched. Broad, deep distribution and retail penetration; sophisticated processes and systems; and an across-the-board focus on continuous improvement give us a strong foundation for future growth.



From our solid core, we have the power to launch new products, to create new categories, to reach new consumers. We have the platform for ongoing innovation—a hallmark of Johnson Outdoors, with new products driving a third or more of sales year after year. In today's world of fast-paced technological change, it's more important than ever to focus our resources on innovation that has the greatest chance of success.

We are developing a new long-range plan that includes initiatives to get even closer to our consumers, to uncover deeper, richer insights on how to make the entire outdoor recreational experience the best it can be. These insights will drive more targeted innovation, supported by ever more efficient innovation processes.

We also recognize the importance of furthering our digital capabilities. Web and digital technologies have become our most important marketing tools, and we must keep pace with customer and consumer expectations. Through best-practice

strategies we plan to maximize our individual and collective brands' share of voice in this arena.

Johnson Outdoors strives to be the kind of company people want to work for and work with, and whose products they want to buy. As we further enhance our brand equities, market positions and operational performance, our people are building a culture of success, making us world-class competitors.

I am excited about the future for Johnson Outdoors. We continue to be an ever smarter, stronger and better company, committed to winning consumer and customer loyalty and creating long-term value for all our stakeholders.

Helen P. Johnson-Leipold

Chairman & Chief Executive Officer



Performance Overview

Innovation and disciplined financial management curb effects of long, harsh winter.

Strong market momentum of new products in the second half of fiscal 2014 nearly offset the declines Johnson Outdoors experienced due to extreme weather in the year's first six months. Total company net sales were \$425.4 million versus \$426.5 million in fiscal 2013. Growth in Marine Electronics and Outdoor Gear countered lower revenue in other business units.

In the third quarter we recognized \$8.5 million in one-time, non-cash impairment charges, which affected both profits and earnings. Operating profit was \$16.7 million compared with the prior year's \$25.6 million (a 20-plus year high). Tax treatment of impairment charges yielded an effective tax rate of 46 percent, more than double last year's 22 percent, resulting in net income of \$9.1 million, or \$0.90 per diluted share, versus \$19.3 million, or \$1.95 per diluted share last year.

While extreme weather pushed the bulk of sales and profits into our third and fourth fiscal quarters, we reaped the benefits of efforts over the last five years to drive out inefficiency and costs. Improved operational flexibility helped preserve profitability as we adjusted to shifts in demand. Successful inventory and working capital management

were key drivers in our ability to drive more than \$30 million in cash from operations, an 11 percent increase over last year.

As a result of the impact of this year's extreme weather on outdoor recreational markets, 2015 financial targets were reset to 2-3 percent compound annual growth in sales and 5-6 percent operating margin. Importantly, the balance sheet is in excellent shape. Our strong cash position means we can invest in the future when the opportunity or need arises, as we continually work to make Johnson Outdoors a stronger, smarter and better organization.

Helen P. Johnson-Leipold

Chairman & Chief Executive Officer

David W. Johnson

Vice President & Chief Financial Officer



FY2014 Financial Highlights

Operating Results* Net sales Gross profit Operating profit** Net income	2012 \$412,292 164,322 21,413 10,134	2013 \$426,461 171,049 25,591 19,327	2014 \$425,410 168,613 16,691 9,123
Diluted earnings per common share	\$1.03	\$1.95	\$0.90
Diluted average common shares outstanding	9,379	9,523	9,635
Capitalization Total debt Shareholders' equity Total debt to total capital	2012	2013	2014
	\$8,860	\$8,333	\$7,791
	173,604	197,668	198,458
	5%	4%	4%

^{* \$} Thousands, except per share amount

Return on Investment*

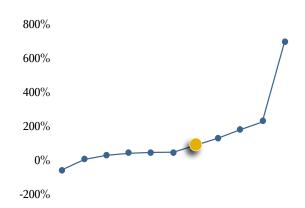
Compared to Peers



 $^{^{}st}$ Based on average invested capital TTM

Stock Price Performance

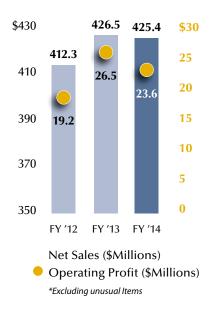
Compared to Peers



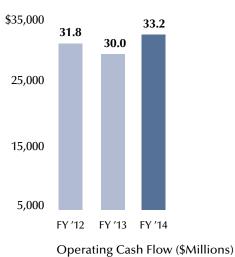
^{**} As reported

- · Record sales for flagship Minn Kota® brand
- 2015 products grab top industry innovation awards
- Watercraft profit beats expectation
- · Historic low debt with \$70.8 million in cash at year-end
- Continuation of quarterly dividend

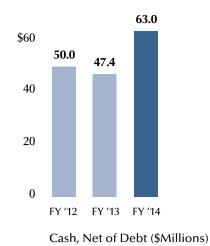
Net Sales Compared to **Operating Profit***



Operating Cash Flow



Cash, Net of Debt



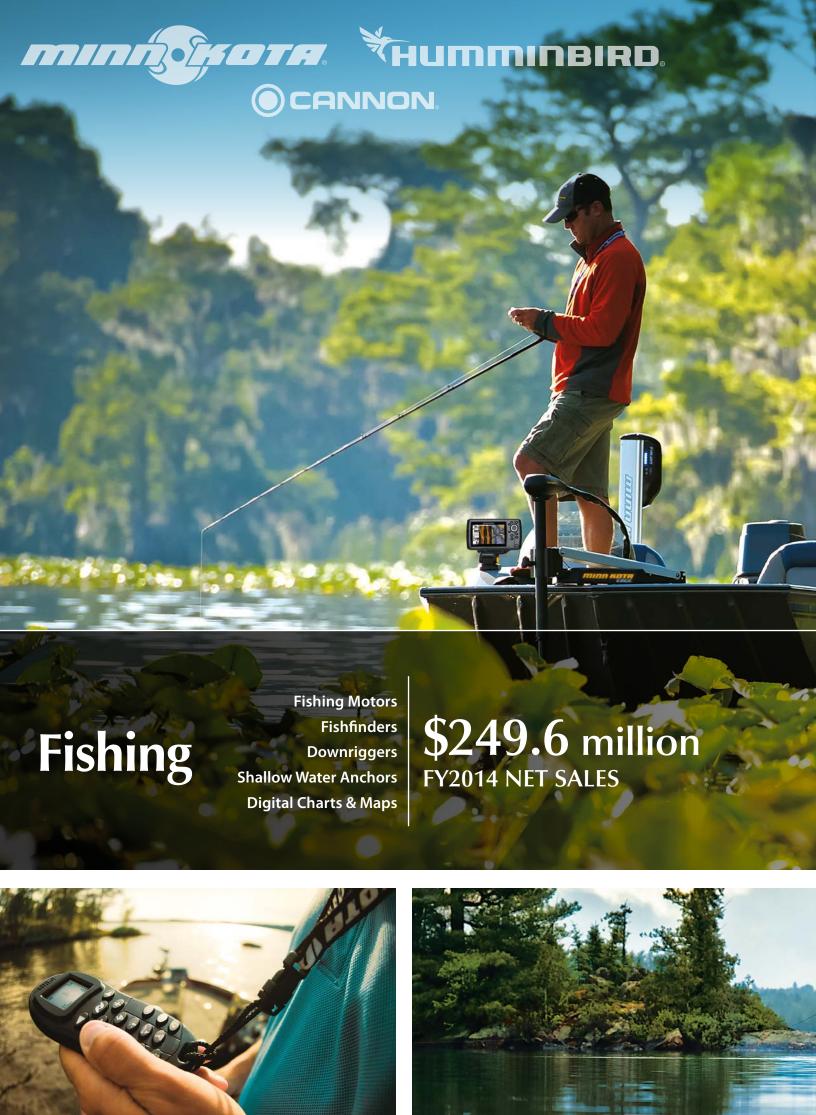
Profit per Employee



Profit per Employee (\$Thousands)* *Excluding unusual Items













More Fish, More Fun

ARINE ELECTRONICS HELPED FUEL JOHNSON OUTDOORS MOMENTUM IN 2014, with record performance from Minn Kota® motors and Cannon® downriggers. Combined with Humminbird® brand sales, Marine Electronics revenue grew 1 percent.

Minn Kota dominated through innovation; new products accounted for half of all sales. We help anglers make the most of their time on the water with advances like our revolutionary Ulterra™, the ICAST Best of Show winner in boating accessories. This elite trolling motor makes boat control easier than ever with fully automated stow, deploy and power trim—controlled wirelessly via the i-Pilot® or i-Pilot Link™ remote or foot pedal.

Humminbird remains a technological leader in a highly charged competitive environment. Our patented Side Imaging® sonar technology grabs sonar snapshots off the sides of the boat to create a picture of passing terrain. Revolutionary 360 Imaging™ uses circular sweeps to reveal what's ahead, behind and all around—even when the boat's standing still. Anglers can see exactly where to steer and cast to catch more fish, faster.

This year Humminbird also significantly upgraded the operating system for its high-end touchscreen units, including the ONIX® 8SI fishfinder that won ICAST Best of Show in electronics. We'll upgrade all models in 2015—enabling us to dramatically improve features and functionality now and in the future.













Modern Pioneers

DIVING, OUR MOST GLOBAL BUSINESS, continued to deal with weak European economies as well as unrest in the Middle East, which affects some of the world's most popular dive destinations. Revenue in 2014 declined 6 percent.

We're working hard to lessen the impact through continued innovation in our marketing approach as well as in our products. We engage customers around the world through multi-channel, multi-media strategies ranging from daily photo posts on Instagram to specialized regional promotions. SCUBAPRO® surpassed 100,000 likes on Facebook, where users regularly share photos, videos and tips on enhancing the diving experience.

Our Deep Elite brand ambassadors are iconic individuals from across the sport who are committed to conservation as well as innovation in diving. They don't receive pay or gear and aren't required to use SCUBAPRO products—but they willingly discuss our brand as they encourage new and seasoned divers to discover, experience and protect the oceans.

SCUBAPRO has earned respect through a history of innovation and commitment to quality, continuing as the world's #1 diving brand. More than half our SCUBAPRO employees are divers themselves, and more than a third are instructors. That keeps us close to the consumer, ready to deliver the products and services for divers who deep down, demand the best.













Camping & Watercraft Recreation

Recreational Paddling Fishing Kayaks Personal Flotation Devices Tents Personal Cooking Systems Camping & Hiking Gear

\$96.9 million FY2014 NET SALES







JOULE

Instant Adventure

ATERCRAFT RETURNED TO PROFITABILITY A YEAR AHEAD OF SCHEDULE, following a sustained drive toward operational improvement and despite a slight 3 percent decline in revenue. More than a decade ago, this business struggled with the growing pains of major acquisitions and rapid category expansion. Over the years we've strengthened Watercraft's infrastructure, removed costs and complexity, and increased speed-to-market with streamlined development and production.

These improvements fuel meaningful innovation—like the Old Town® Predator™ fishing kayaks, which this year helped drive a 10 percent increase in revenue for the brand. The new Predator XL, powered by Minn Kota®, took home ICAST's highest honor, overall Best of Show.

In Outdoor Gear, revenue grew 7 percent. We continue to integrate Jetboil®, the #1 brand in outdoor cooking systems, into our camping portfolio, working to make the most of operational synergies. Our research shows that for enthusiasts, cooking is a big part of camping. We're leveraging Jetboil's patented technology to enhance that experience.

Our focus on campsite essentials earned continued recognition in 2014. *Backpacker Gear Guide* featured Eureka!® tents and bags, naming the Midori 2 to its tenting hall of fame. And *Outside Buyer's Guide* rated the Taron Basecamp 4 tops in livability.







Bold Innovation

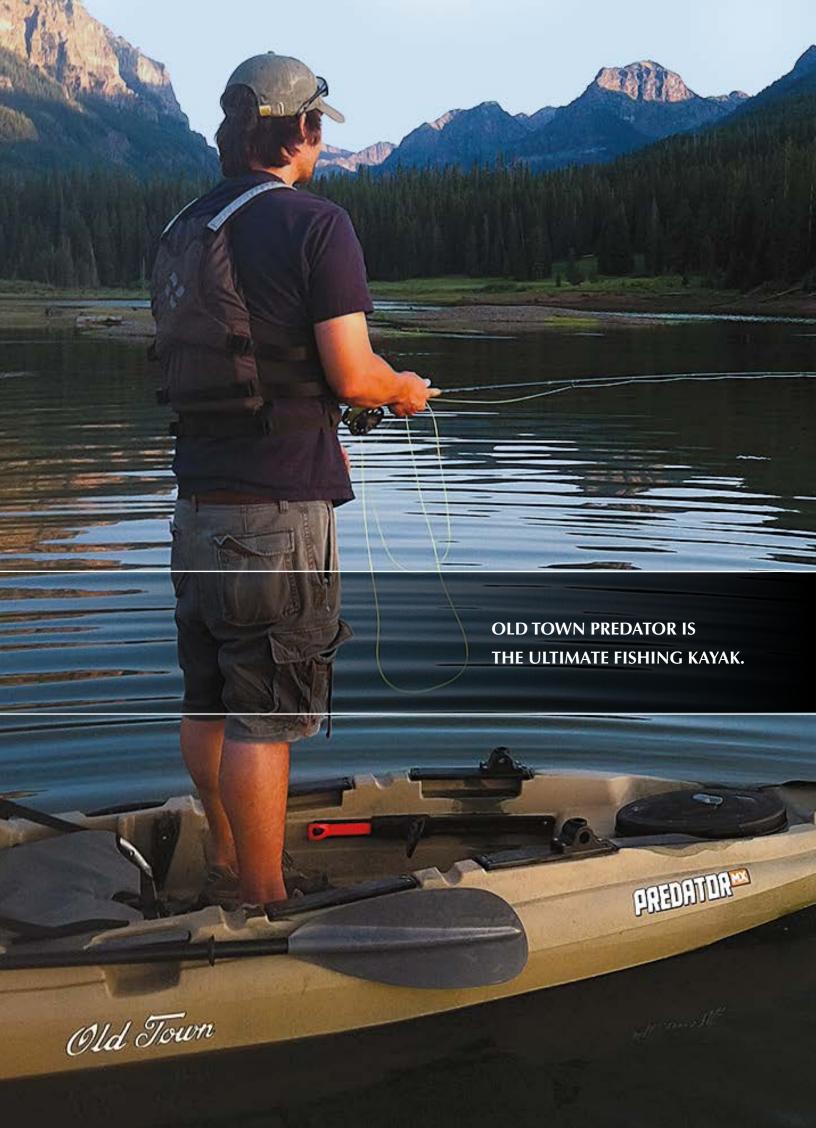
Jetboil® cooking systems make trail food great food, igniting demand through innovation.

n 2014 we saw the importance of innovation that excites our markets and delights consumers. Once the extreme weather lifted, Johnson Outdoors sales hit record highs—and 40 percent of those sales came from new products.

To stay a step ahead on the innovation curve, our businesses work constantly to enhance new product development processes. The challenge is making the most of our resources to deliver innovation that offers a meaningful difference at the right price/value balance and has the greatest chance of success.

Jetboil represents the ultimate in innovation, using new, proprietary technology to create an entire product category. Fast, efficient, lightweight units like the Jetboil Joule make it easy for enthusiasts to cook enjoyable meals outdoors. That makes Jetboil the number one brand in personal cooking systems—and keeps demand for Johnson Outdoors products strong and growing.





Rich Insights

Old Town® Predator™ fishing kayak shows how we turn consumer insights into must-have products.

Inique consumer insights fuel innovation across Johnson Outdoors. From early-stage product development feedback to point-of-sale analytics, we're mining a wealth of data to stay closer to consumers and be stronger partners for customers.

Our goal is to know our consumers better than they know themselves: who they are, what makes them tick, and what will make their entire outdoor experience the best it can be. We keep our brands the preferred choice for enthusiasts through continuing "ahas"—like realizing that a fishing kayak is bought by fishing

enthusiasts who paddle, not paddling enthusiasts who fish. That insight sparked development of the Predator fishing kayak. We involved anglers and dealers at every phase, combining their feedback with our unparalleled knowledge of fishing. Early market success led us to expand our offering with the Predator XL, powered by Minn Kota®.

The result: In 2014, our Predator models won major industry awards, drove a 10 percent sales increase for Old Town and outpaced sales of all other fishing kayaks, growing market share in this key segment.





TALON BRINGS MINN KOTA TOUGHNESS TO SHALLOW WATER ANCHORS.

Growing Brands

Minn Kota® Talon™ shallow water anchor builds success on deep brand strength.

MINN KOTA

ur iconic brands form a strong core from which we can launch new products and categories. Most of our brands hold the #1 or #2 position in their market, sustaining consumer loyalty. And Johnson Outdoors stands for superior technology and performance to our customers.

We value this equity and use it prudently to expand our market segments. Case in point: the Minn Kota Talon shallow water anchor. For decades, enthusiasts have known Minn Kota as the gold standard in electric trolling motors. The brand means rugged innovation rooted in deep fishing know-how. Johnson Outdoors has carefully expanded the Minn Kota line with motor accessories. In 2011, we saw fresh opportunity in an adjacent category, shallow water anchors.

The Talon delivers exactly what anglers expect from Minn Kota: game-changing toughness and smart, quiet operation. In the last two years we've added a camouflage version, and the world's only 12-foot shallow water anchor option...growing sales by taking a well-loved brand to new depths and new heights.

 Push-button deployment quickly pins the boat without disturbing the bottom or spooking fish.

 Unique, adjustable anchor enables fishing at depths up to 12 feet, preventing drifting when casting, reeling or changing ties.

 Anchor mode choices match the environment – Auto-Drive, Soft Bottom, Rough Water.

 All-electric design eliminates hydraulics for easy installation and low maintenance.

Minn Kota® Talon™ Shallow Water Anchor



Powered by Technology Firsts

For more than 80 years, Minn Kota® has led the industry in electric trolling motor innovations. Game-changing technology firsts have strengthened the core business, won consumer loyalty and built valuable brand equity. Johnson Outdoors draws on what we know and do best—our knowledge of fishing and our ability to get close to the consumer—to guide the expansion of the Minn Kota brand. As we've moved into adjacent market segments, we've continued to grow sales, making Minn Kota that rarity in the outdoor recreation equipment industry: a consistent \$100 million brand.





i-Pilot®

First wireless remote-controlled, GPS-based trolling motor navigation system. Less navigating, more fishing! i-Pilot locks onto fishing spots, sets trolling paths and commands speed and steering.





CoPilot[™]

First trolling motor wireless remote control. Anglers can now fish from anywhere in the boat and still control speed, steering and prop on/off.

The Minn Kota AutoPilot was the first motor to include the AutoPilot feature in 1991.

AutoPilot™

First microprocessor-controlled automated steering system. AutoPilot locks onto a compass heading and keeps the boat moving, cutting the time anglers have to spend steering by 75 percent.





i-Pilot[®] Link[™]

Minn Kota and Humminbird® combine forces to create the first wireless, GPS-controlled trolling motor navigation and fishing system. Using either device, anglers can set a path, follow the contour, lock in a spot and more—for practically hands-free fishing.



Lift-Assist™

MIND KOTA

Patented Lift-Assist design cuts the weight of stow and deploy in half, making lifting a motor as easy as lifting an SUV tailgate.

Digital Maximizer[™]

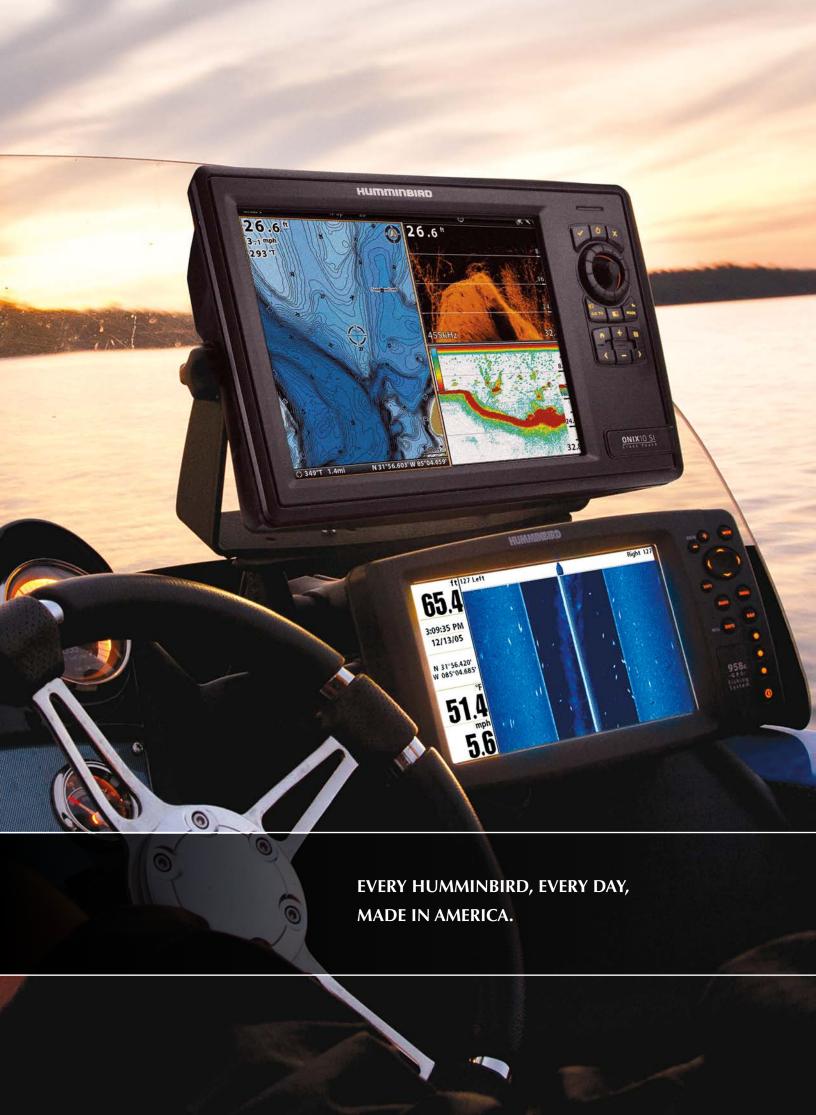
MININ KOTE

Provides up to five times **longer run time** on a single charge by drawing only the power that's needed extending anglers' time on the water. Available on select Minn Kota motors.

> The 2015 Minn Kota Ulterra™ is equipped with the Digital Maximizer, 112 pounds of thrust, auto stow and deploy, power trim and integrated GPS technology for either the i-Pilot or i-Pilot Link.







Advanced Manufacturing

Humminbird® uses a patented manufacturing process to promote operational excellence.

hatever the business system or process, we know we can and must continually do it better. That gives Johnson Outdoors vital operational flexibility. We can't control the weather, but we can manage supply chains, purchasing procedures and inventory to flex with demand. And we can turn ideas into winning products through efficient, quality-focused manufacturing, as seen at our Humminbird headquarters in Eufaula, Alabama.

The 50-acre site along Lake Eufaula includes a high-tech research and development center and a

state-of-the-art, 84,000-square-foot manufacturing facility. Here Humminbird makes, packages and ships its sonar-based marine electronics. Advanced techniques include a patented dual-line process that speeds circuit board production. Every unit is automatically tracked and tested multiple times before shipping.

This intense quality focus is key to supporting a radical new operating system, launched with the Humminbird ONIX® and ION® and rolling out to all models. Using the most advanced manufacturing techniques, we're bringing anglers the most powerful fishing electronics ever.







Edward F. Lang *Director since 2006*

Thomas F. Pyle, Jr. *Vice Chairman of the Board Director since 1997*

Helen P. Johnson-Leipold *Chairman of the Board Director since 1999*

Richard "Casey" Sheahan *Director since 2014*

Board of Directors

Our board of directors helps guide Johnson Outdoors with vital business acumen and a broad range of experience.



Helen P. Johnson-Leipold, Johnson Outdoors chairman and CEO, leads with skills in strategic planning, global operations, strategic marketing and branding, drawing on deep knowledge of the company and its industry. She served as a marketing executive with S.C. Johnson & Son, Inc. and Foote, Cone & Belding. Ms. Johnson-Leipold is chairman and director of Johnson Financial Group, Inc.; director of S.C. Johnson & Son; and chairman, The Johnson Foundation.



Thomas F. Pyle, Jr., Johnson Outdoors vice chairman, brings extensive managerial, transactional, operational and financial expertise to the role. Currently chairman, The Pyle Group, and non-executive chairman of Uniek, Inc., Mr. Pyle is former owner and head of Rayovac Corporation. He serves as director of Sub-Zero Wolf, Inc.; advisor to the University of Wisconsin Chancellor; and trustee of Wisconsin Alumni Research Foundation and other leading research institutions.



Kathy Button Bell is vice president and chief marketing officer of Emerson Electric Co., a \$25 billion manufacturing conglomerate. A renowned branding strategist, she has served in lead marketing roles with recreational giants Converse, Inc. and Wilson Sporting Goods. Ms. Button Bell is a director of Sally Beauty Holdings and the American Marketing Association, and past chairwoman, Business Marketing Association.



John M. Fahey, Jr., chairman of the National Geographic Society, is knowledgeable in key Johnson Outdoors markets and outdoor leisure, travel and recreational industries. He brings skills in leadership, strategic planning, international business and enterprise risk management. Mr. Fahey is also lead director of Time Inc. and a regent of the Smithsonian Institution.

Edward F. Lang, senior vice president and CFO of the NFL's New Orleans Saints and the NBA's New Orleans Pelicans, provides insight in leisure industries and consumer products as well as broad experience in corporate finances and operations. He served with the NHL's Nashville Predators for 13 years, most recently as president of business operations and alternate governor.



Terry E. London, chairman of London Broadcasting Company LP and LBK Entertainment Holdings, provides insight on a broad range of corporate management and financial matters, drawing on his experience as chief executive of major corporations. Mr. London has been involved with the outdoor industry for more than 20 years and is also chairman of the Pier 1 Imports, Inc. board of directors.



W. Lee McCollum, director of Johnson Financial Group, Inc., brings a broad range of international and consumer product marketing and operational experience as well as financial expertise, having served as executive vice president and CFO of S.C. Johnson & Son, Inc. He is a director of Sigma Aldrich Corporation and Coastal South Bancshares, Inc.



Richard "Casey" Sheahan, former president and CEO of Patagonia, Inc., brings proven knowledge, expertise and leadership in management, marketing and sustainable business practices in the outdoors industry. Prior to taking the reins at Patagonia, he held key executive positions at Kelty, Inc., Wolverine Worldwide, Inc., Merrell Outdoor Division and Nike, Inc. A lifelong outdoor enthusiast, Mr. Sheahan serves on the board of the Outdoor Industry Association and as senior advisor to Backbone Media



Executive Team

Our executive team draws on insight, industry experience and a passion for outdoor recreation to lead our dedicated employees.



Helen P. Johnson-Leipold *Chairman and CEO*



David W. Johnson *Vice President and CFO*



Kelly Grindle Senior Group Vice President, Marine Electronics & Diving



Bill KellyGroup Vice President
Outdoor Gear &
Watercraft



Joe Stella Group Vice President Global Diving



John Moon Vice President and Chief Information Officer



Alisa Swire
Corporate Secretary,
Vice President and
General Counsel



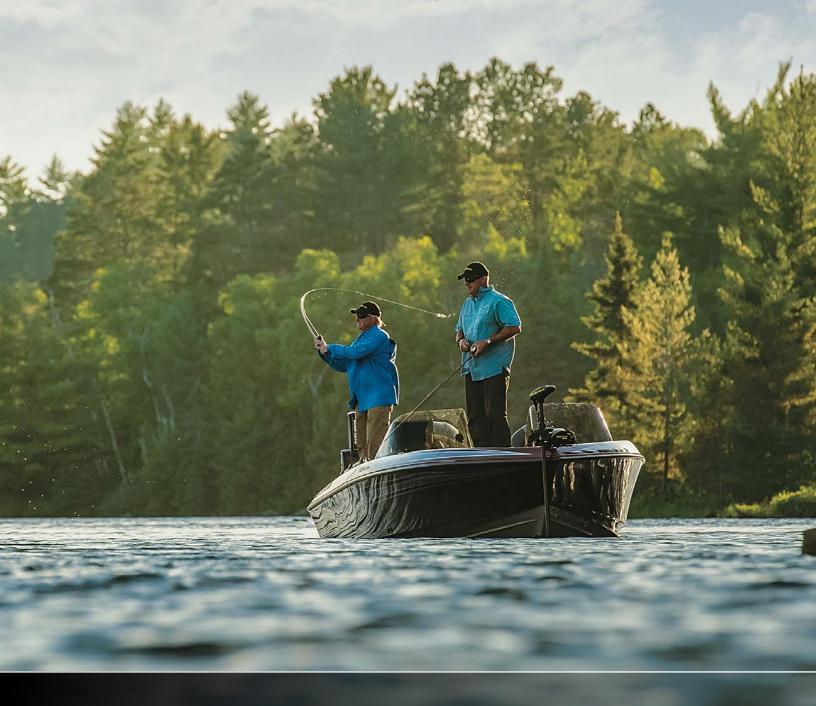
Sara VidianVice President
Human Resources



Patricia Penman Vice President Marketing Services



Cynthia Georgeson *Vice President Global Communication*



Certain matters discussed in this report are "forward-looking statements" intended to be covered by the safe harbor provisions for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995. Please see "Forward Looking Statements" in the 2014 Form 10-K for a discussion of uncertainties and risks associated with these statements.

www.johnsonoutdoors.com

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To contact the Board of Directors directly, visit: http://investor.johnsonoutdoors.com/contactBoard.cfm







THE SPIRIT OF ADVENTURE

JohnsonOutdoors.com