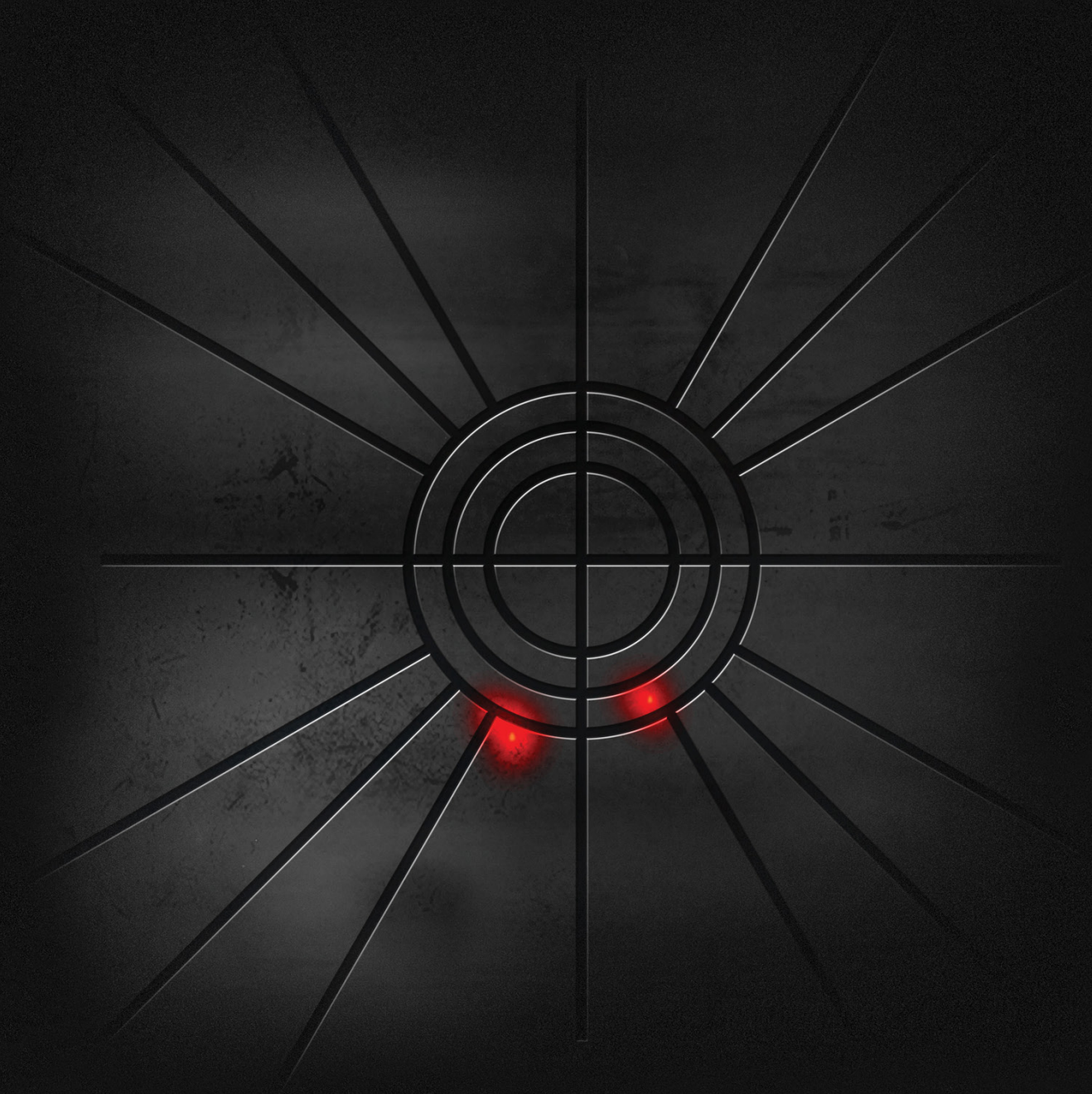




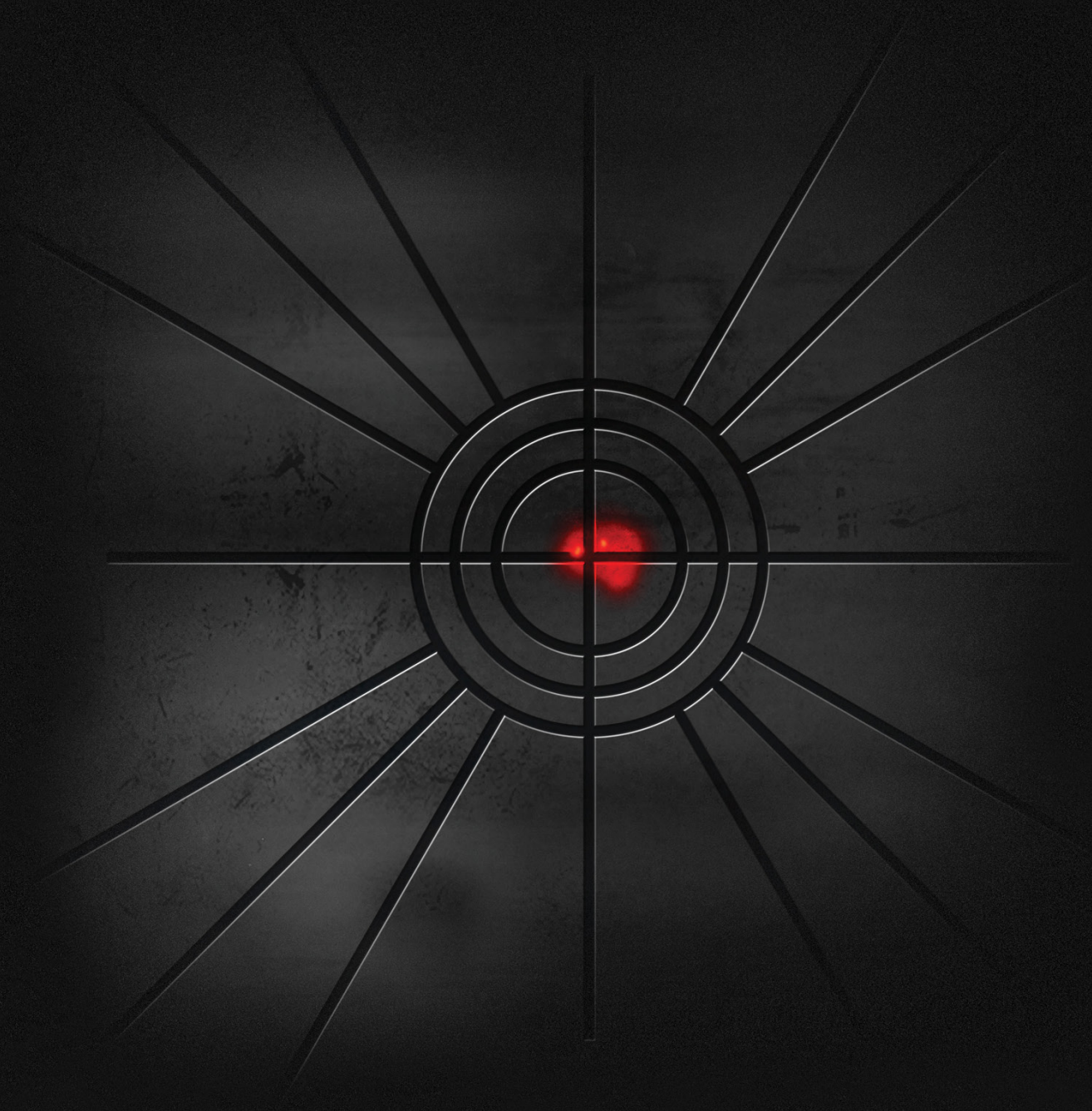
O A K L E Y F I V E





“Everything in this world can
and will be made better.”

—Jim Jannard, founder




OAKLEY IS AN IDEA.

It's not a product, not a logo, not a company, not a sport,
not a person.

It's the idea that it's always worth trying to make things better.
Sometimes it's about honing the fine points. Sometimes
it's about reinventing a product entirely. But always it's about
pushing the limits to create exceptional experiences.

This conviction brought Oakley to life in the very beginning,
and it continues to fuel us today.





At Oakley, what you see is what you get. And although many of us intuitively understand the traits that define us, they're worth putting to paper. We're growing. With new recruits, new vendors, new partners, and new geographies to consider, it's vital that each person in the Oakley ecosystem embraces what makes us unique—the qualities of our brand and culture that we express every day in meetings, conversations, interactions, and stories that draw on our past and point us toward our future.

We'll never be able to write down all that we are. In fact, we don't want to. But we do want to remind ourselves of the truths that will stand 100 years from now, regardless of the markets we serve, the business we pursue, and the people we inspire. These truths represent who we are today and who we will always be.

These are the

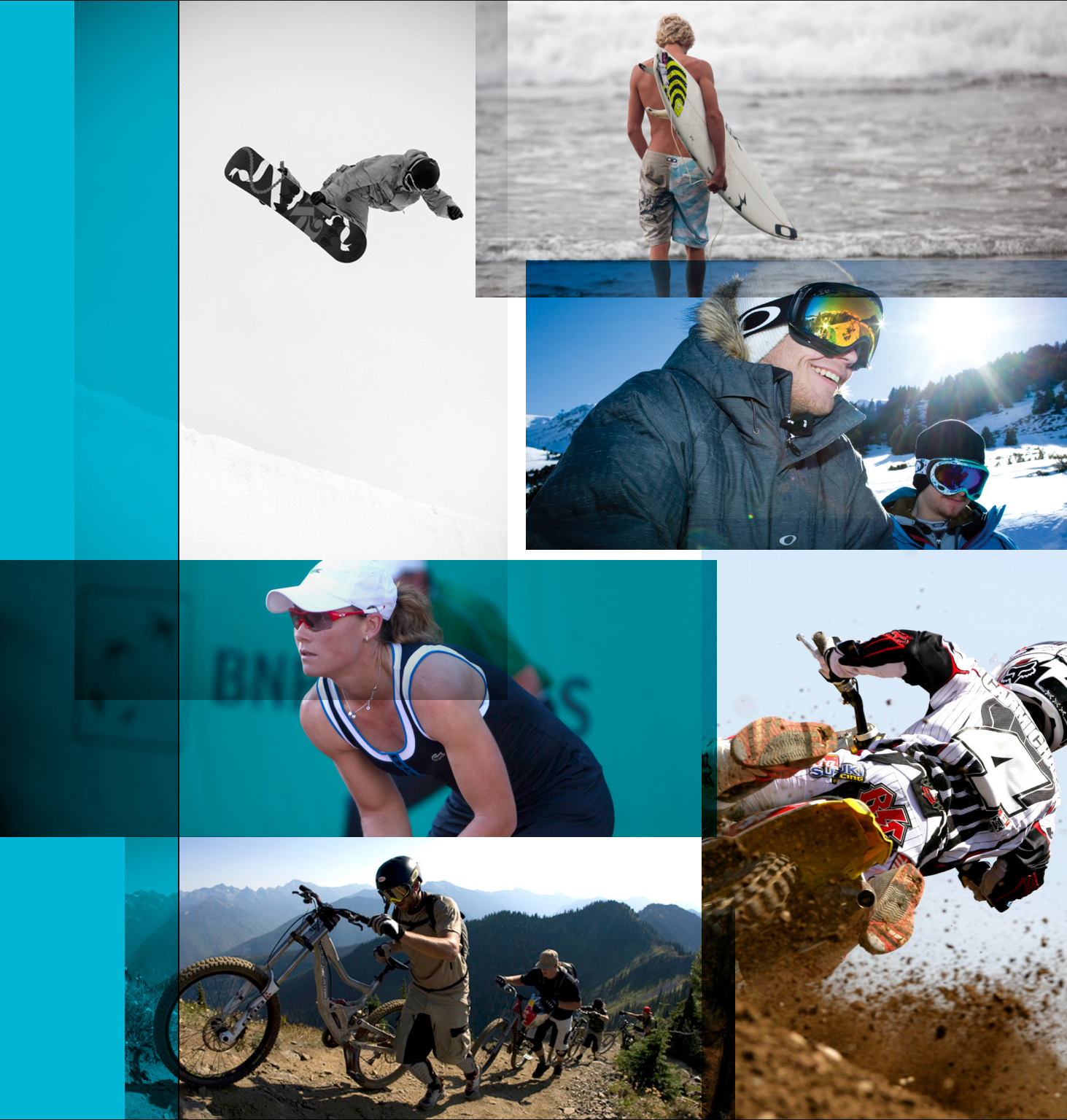
O A K L E Y F I V E



WE ARE ON
THE OUTSIDE
WHAT WE
ARE ON THE
INSIDE.

Way back when, we started developing great products because we needed them ourselves. As motocross riders, cyclists, triathletes, surfers, skiers, snowboarders, and mountain bikers, we are Oakley's own toughest critics. We demand perfection from the tools we create, and we have zero tolerance for anything that misses the mark. The passion we have for the sport, the activity, and the opportunity to exceed our own limits bleeds into the passion and exactness we bring to our products. At Oakley, we know this as authenticity.

From the playground at our headquarters to our unparalleled standards for optical innovation, we are on the outside what we are on the inside. At Oakley, authentic means unrivaled originality, uncompromising performance, and the guts to take risks. We live and breathe our brand.



A STORY FROM OAKLEY:
“As a kid with a paper route, you just had to have Oakley grips. I got the GRIP II in red, and wore goggles over my helmet visor just like the Factory Pilot Riders. When I became a full-time ‘Hobo’ on the MTB circuit, I got to know Oakley even better—its values, the way it did business, and its culture. Oakley was more than a sponsor to me—it was where I wanted to work. I knew I’d be hard-pressed to find a place full of people who love and participate in sports like I do and are eager to bring lessons from their own experiences to the products they create.”

- IN PRACTICE IT MEANS:**
- If an idea doesn’t strengthen the brand and reinforce our principles, it won’t live on.
 - We won’t pursue shortcuts or celebrity endorsements just to sell more product.
 - We set outlandish goals for ourselves—and meet them—all while protecting our retailers and the integrity of the brand.
 - We apply the same focus and determination to finding the right tools and systems for the job as we do when we design products.
 - We develop products for real customer needs (and sometimes just because we can).
 - We respect the design process. We look at data to validate decisions, but we give our designers the freedom to explore and create.



IF IT'S NOT
GOOD ENOUGH
FOR THE WORLD'S
BEST, IT'S NOT
GOOD ENOUGH.

As the people of Oakley, we're bound by a higher calling—to enable performance. And because we design to help people go beyond the limits of their abilities, we create products that are like nothing you've ever seen or worn. The dedication of a snowboard champion, the courage of the Special Forces, and the passion for excellence that defines countless others inspire us to create the best tools available. They can't afford to compromise on performance, so neither can we. Every Oakley design undergoes rigorous testing to ensure that it can withstand the most grueling conditions, even if most consumers never need that level of durability. We firmly believe that not all products are created equal, and we strive to demonstrate that some are a cut above the rest.



A STORY FROM A PRO:

“Landing twisting tricks is tough. If there’s any goggle distortion, I won’t nail it and can’t set up for the next trick. So having the optimal goggle design is critical to spotting my landing at different visual angles. When I joined the Oakley team, I noticed a night-and-day change in my riding. I worked closely with Oakley R&D in developing the Airbrake to get exactly what I needed. It’s the quality you’d expect for a pro, but it’s cool that it’s on the market for everyone.”

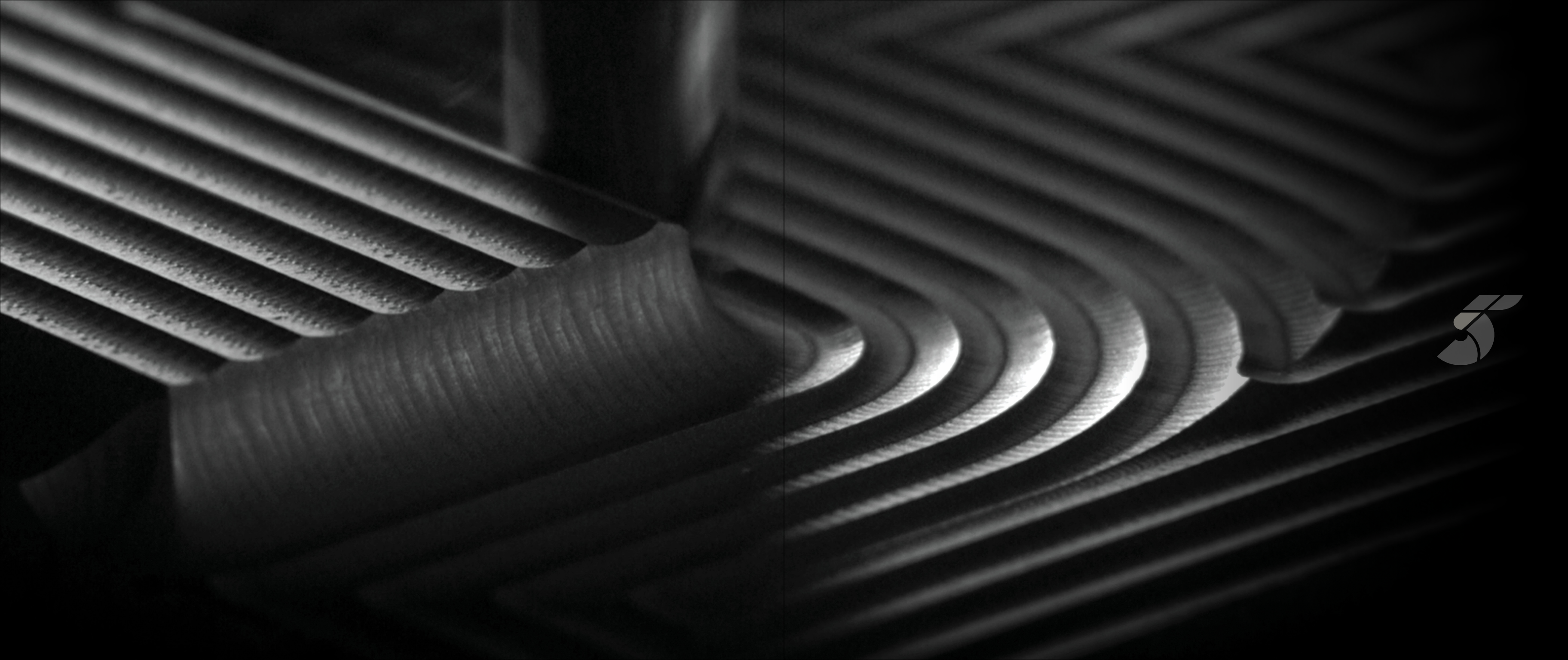
IN PRACTICE IT MEANS:

We scrutinize and perfect every feature of every product, because we know that even the smallest, most imperceptible details can be the difference between good and great.

Whether we’re at our desks, on our lunch ride, or supporting one of our athletes at a competitive event, we’re always thinking about ways to make our products better.

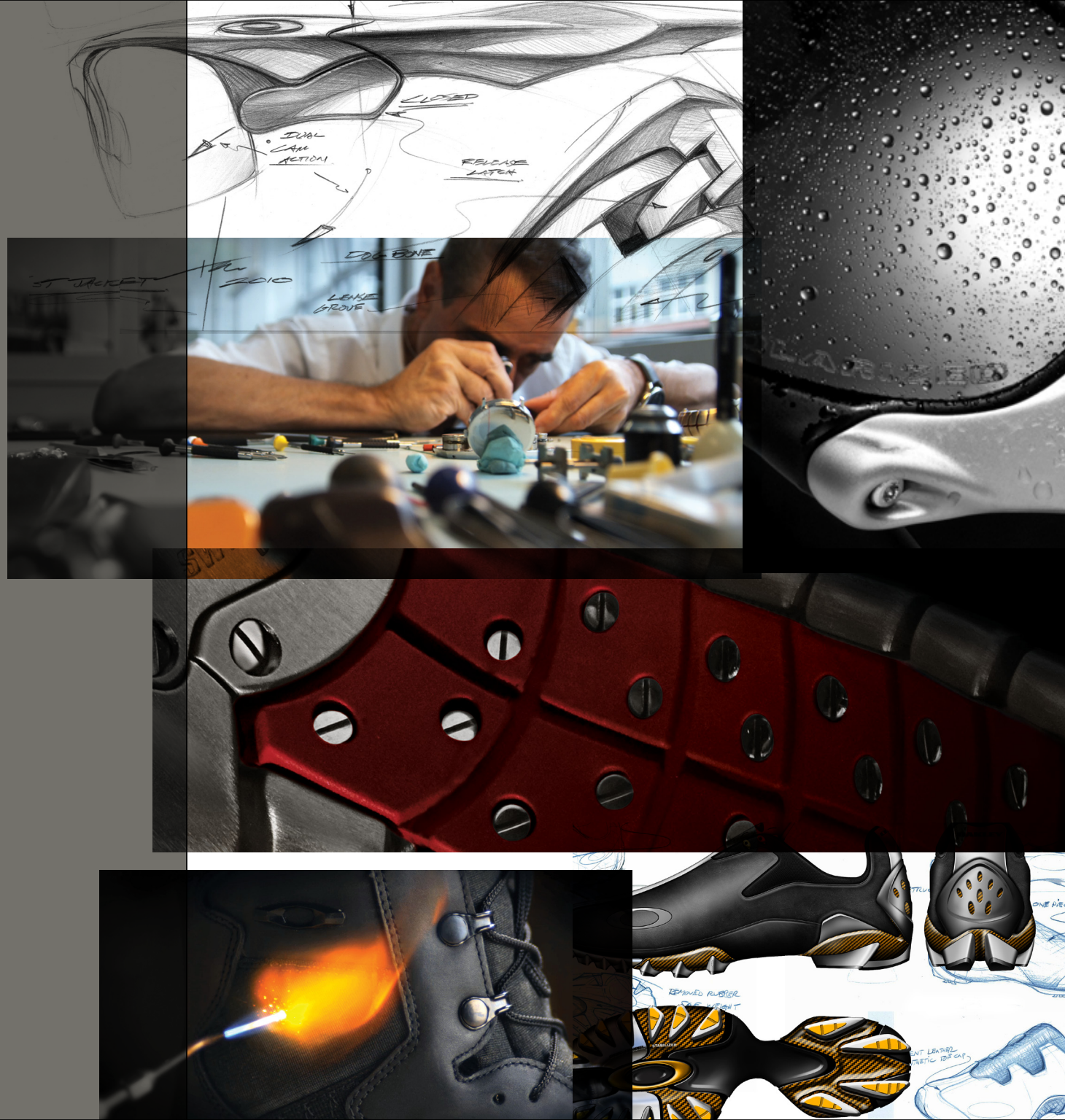
We know that form and function are one and the same, so we don’t add fluff or flash to our products to be trendy or fashionable.

We devote the highest level of precision and technology to building products, even if it requires more money, time, and people.



**WE DESIGN
FOR THE FUTURE
AND DELIVER
TO THE PRESENT.**

We have ventured where no one else has, sometimes with success and sometimes not. But when we get it right, the people we serve go higher, move faster, perform better. From an MX handgrip engineered to increase grip when wet to technical apparel designed to protect the body against the elements, our patented technologies enable new possibilities. Because of our insatiable appetite for making things better, we're constantly evolving new ways to bring to life the products and technologies of our dreams. Our unleashed imagination, hunger for risk taking, and passion for the craft breed an unconventional approach that, when put to the test, makes things people marvel over. And that ideal fuels our desire to do it all over again.



A STORY FROM OAKLEY:

"People said you couldn't engineer true sculptural metal frames because they'd be too heavy and inflexible. The same people said casting titanium was not an option. But that just fueled our fire. We experimented with how to form metal—we tried laser cutting, deep drawing, bulge forming—there was even an explosion at one point. Two and a half years later, we'd developed an ultra-lightweight titanium alloy that allowed us to sculpt forms with a crazy strength-to-weight ratio. And so X Metal® was born."

IN PRACTICE IT MEANS:

We seek candidates who embody Oakley's passion and core values, but we also look for unique perspectives and experiences that can broaden our outlook.

We introduce new ways of thinking, working, and collaborating to the organization—instead of being content with what's worked in the past.

We're not afraid to take big risks. Our decisions come from the head, heart, and gut combined, and we have patience to let the results play out.

We sometimes do things that alienate some consumers. We know we can't be all things to everyone, and that's okay.



**WE'RE ONLY AS
SUCCESSFUL AS
WE ARE HUMBLE.**

At Oakley, we don't rest on our laurels—there is always more to learn, new ways to improve, and more we can do to strengthen our relationships. When we help our athletes, support our retailers, or stand together (and not on top of each other) at the end of a tough project, we do it because we know our relationships keep us grounded in what matters. We remember that we came from humble beginnings—we worked hard to make products that could speak for themselves when we didn't have the money or the clout to do otherwise. We had to rely on strangers' willingness to take a chance on a brand they didn't know. We valued the opportunities we were given because we knew they could vanish tomorrow. This will always be core to who we are, no matter the growth, the money, or the fame that has become part of our history. The moment we let our accomplishments blind us to our weaknesses, or distract us from serving our customers, is the moment we fail our brand and our future.



A STORY FROM OAKLEY:

“Touring with the Rolling O Lab, I’ve stayed more nights at Marriotts than in my own bed. People ask if I’m burned out yet, and I’ll be honest—being on the road can be tiring. But I know I’m doing it for a reason. I’ll never forget the soldier in North Carolina who convinced his wife to drive him to the O Lab though he hadn’t left his house since returning from duty. He didn’t have the strength to get out of the car, but he wanted to thank us for making a product that saved his vision and allowed him to see his daughter when he met her for the first time. That keeps me going.”

IN PRACTICE IT MEANS:

We think of ourselves as a service company that makes products. We devote our time and resources to give others exceptional experiences.

We don’t let personal ego overshadow team effort. We’re respectful of everyone’s time and opinions—whether they’re designing, delivering, packaging, marketing, selling, buying, or wearing our products.

We make an effort to see things from other perspectives, even if we’re used to doing things our own way.

We take time to evaluate how we’ve done, admit our failures, and work on ways to improve.

We know we can accomplish what we want to with quiet confidence—we don’t carry an attitude about it. We let the quality of our products and work speak for itself.



OAKLEY
ISN'T WHERE
WE WORK. IT'S
WHO WE ARE.

What we do is sacred to us. Watching athletes taunt fate and hearing about our products saving lives on the front lines gets us going. The intensity and excitement we bring to our work enable us to make products we're genuinely proud of and can't wait to try ourselves. Others might not understand our obsession, but to us, it's innate. Oakley was built by and for people who redefine standards and bring a unique point of view to the world. Each of us at Oakley is here because we have something valuable to add to that heritage: fiery, genuine, you-just-can't-fake-it passion. It's what unites us, no matter how long we've worked here or what role we fulfill. Make no bones about it, it's not enough to be good at what we do; to be successful at Oakley, you have to love what you do.



A STORY FROM OAKLEY:

“When has Oakley ever been about what’s realistic? The week Shoe One launched, the design and R&D teams volunteered for a much-needed third shift, working from midnight to 7 am in addition to their regular jobs. Going into it, no one had the slightest idea how to build a shoe, but five days later it was a different story. You bet we got the entire shipment out the door on time.”

IN PRACTICE IT MEANS:

We take the time to know the needs and desires of the customers we design for, because our customers’ passion makes ours even stronger.

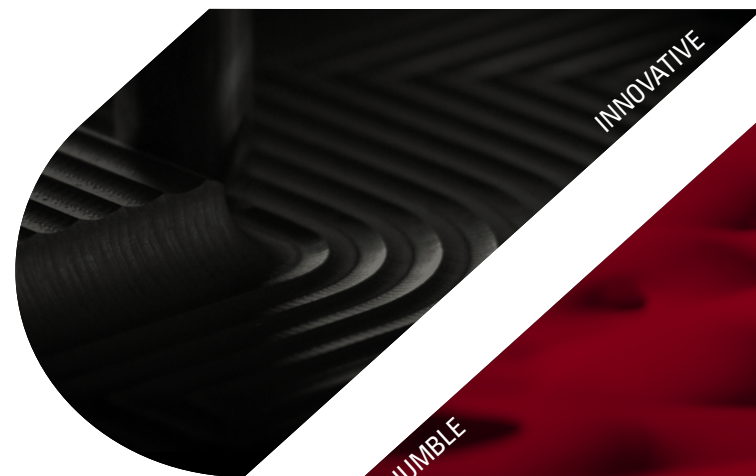
We spend downtime on the slopes and racetrack for the enjoyment of it, not to fit in.

We apply our passion not just to products, but to creating the best and most relevant tools to keep our business running smoothly.

We seek new employees who have passion for what Oakley represents, not just expertise and functional experience.

We’re attuned to everything from the smallest detail of product spec to the strategy of how each product influences the market and our brand.

We have a strong sense of pride and respect, not just for the products we develop but for all the people we work with side by side to make our products a reality.



THE OAKLEY 5 ARE NOTHING NEW. WE'VE LIVED AND BREATHED THESE IDEAS FROM THE START.

It's not easy to live up to these standards—to be the best, the bravest, the most authentic—and have humility along the way. We take pride in what we've accomplished. But we're constantly evolving because there's always more we can do to raise the bar. It will take bravery and stamina to continue the legacy we've established. But in typical Oakley fashion, we're always up for a challenge.

