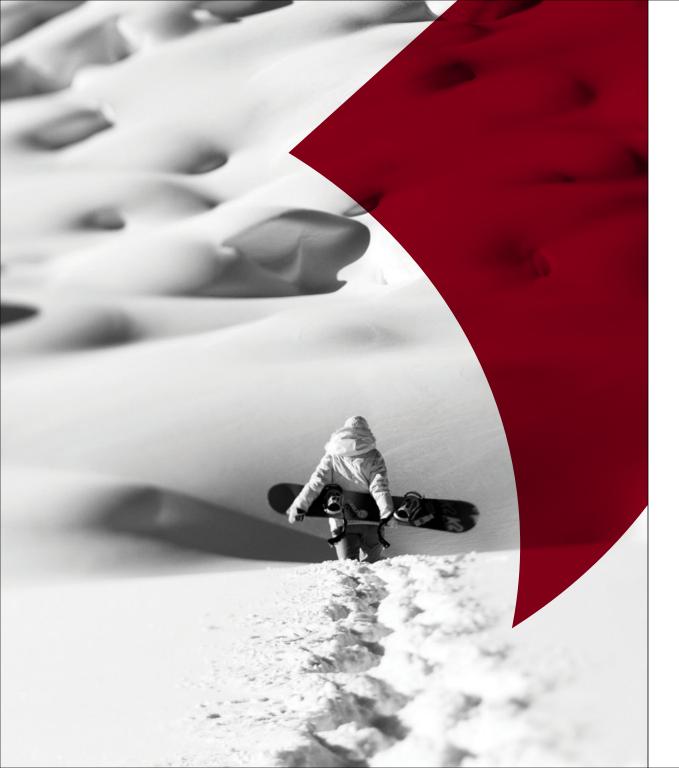
WE'RE ONLY AS SUCCESSFUL AS WE ARE HUMBLE.





WE'RE ONLY AS SUCCESSFUL AS WE ARE HUMBLE.



When people describe Oakley as an irreverent brand, we want it to be in the best way possible—we shun convention, we're not afraid to get a little crazy, we're competitive when it comes to making the best products. But we can't let it get out of hand. Our confidence and unconventionality should never be confused with disrespect or arrogance.

Figuring out how to stay grounded could be the biggest challenge as we grow. But that's where you can help. You can shape the brand with your behaviors and show others that to earn respect, we have to remember that Oakley is a brand that's humble at its core.

LEARN FROM OTHERS ABOUT BEING



Humility isn't easy to come by, but when you see it, you know it. We take note of great athletes and business leaders who remind us how we can be successful while still being humble.

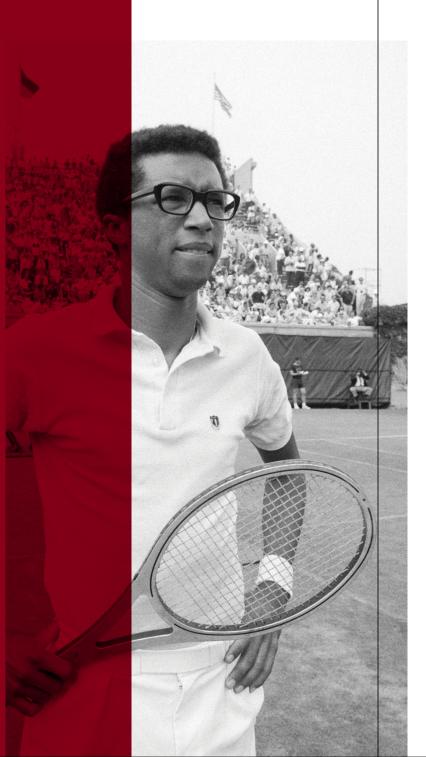
THE LUCKIEST MAN ON THE FACE OF THE EARTH

Lou Gehrig is known as the greatest first baseman of all time, but he was more than that. Even before he fell ill, Gehrig was a model athlete and teammate, frequently redirecting credit to his manager and team. New York Mayor Fiorello LaGuardia called him "the greatest prototype of good sportsmanship and citizenship," which rang true as Gehrig gave his retirement speech at Yankee Stadium in 1939. Downplaying his illness as a "bad break," Gehrig claimed that he considered himself to be the luckiest man on the face of the earth for the kindness of his fans and the grace of the people around him—Yankee management, family, and New York Giants alike. He closed by saying that he had a lot to live for. When Gehrig passed at age 36, flags in New York and at major league ballparks across the country flew at half-staff to honor the player who had won the hearts of the nation not only with his astounding skill, but with his character as well.

When have you seen someone at Oakley share the spotlight or credit others for an accomplishment?



- "Companies have to wake up to the fact that they are more than a product on a shelf. They're behavior as well."
- -ROBERT HAAS, former Chairman, Levi Strauss & Co.
- "There is only one boss: the customer.
 And he can fire everybody in the
 company from the chairman down,
 simply by spending his money
 somewhere else."
- -SAM WALTON, Founder and CEO, Walmart



How can you be a competitor and remain humble?

"What's needed is being humble enough to admit that we have never achieved the final goal. There's always one further along."

-LUCA DI MONTEZEMOLO,
President, Ferrari

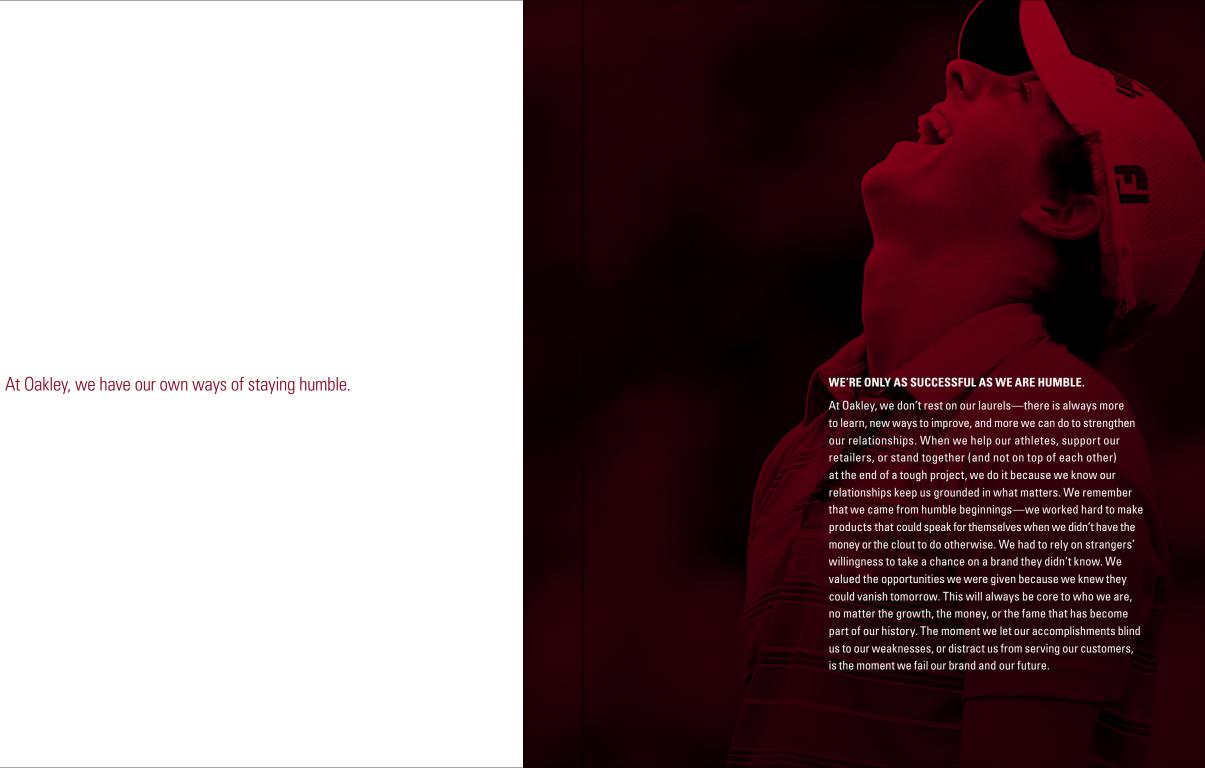
PLAYING A GAME OF TRUST

Arthur Ashe was the first African American to win Wimbledon; he was also a man of great integrity. When asked why no one ever said anything bad about him, he responded, "I must always act in an honest and principled fashion, no matter the cost." His morals were put to the test in the 1973 World Championship Tennis singles final against Stan Smith. At a crucial point, Smith rushed to the net to hit a ball. Ashe was sure the ball had bounced twice, but Smith claimed he got it in time. The umpire was baffled. Ashe called Smith to the net: "Stan, did you get to that ball?" Smith replied, "I did, I got it." Ashe conceded the point and later lost the match. Reporters bombarded him, asking how he could possibly have taken Smith's word. Ashe explained, "If Stan Smith says he got to the ball, he got to the ball. I trust his character."

THE ANTI-SHOWBOATER

Barry Sanders was one of the greatest running backs in NFL history and one of the most humble. His moves were fast and slick, but at the end of a play, he was polite and soft-spoken. He never jumped into the stands or mocked other players. He didn't showboat (like many athletes who do something flashy before actually achieving their goal), and rather than dancing ostentatiously in the end zone after a touchdown, Sanders was known for handing the ball to an official. Sanders showed fans, teammates, and competitors that you can be a great athlete without calling attention to yourself or putting others down.

How might these behaviors inform the type of athletes we choose to work with at Oakley?



TANEAR TO BE HUMBLE ATT CARLEY?

We are a service company. Whether we're making products, engaging with our customers and athletes, or helping the community, we know that serving others is core to our brand and our culture.



WE'RE ONLY AS SUCCESSFUL AS WE ARE HUMBLE.





Gaining popularity in the action sports world, Oakley formed its first sports marketing team. Unlike most industry marketing teams who focused on raising short-term sales figures, Oakley took a different approach: build deep, life-long relationships with athletes and customers. And do whatever it takes to help them, whether it's listening to their needs, collaborating with them in product R&D, or creating positive experiences through sponsorships and products. The attitude that relationships matter most has led our sports marketing team to be one of

1997

At Oakley, we support our athletes even when for the treatment and cure of paralysis.

CHONET

injury cuts a great career short. Oakley riders Ernesto Fonseca and Stephen Murray had unfortunate motocross accidents, leaving them paralyzed from the chest and shoulders down, respectively. Oakley released a signature series of glasses to honor each of the riders. Proceeds from the HIJINX support Stephen's recovery fund, while proceeds from Ernesto's ANTIX go to the Next Steps Foundation, which provides funding

2008



We formed the Oakley Eco-Coalition to evaluate our environmental impact and to work toward a more sustainable future by minimizing waste, saving water, and reducing the carbon footprint of our offices, manufacturing plants, and products. Delivering innovative solutions transcends sports products and requires a deep understanding of our overall impact on the world. Every employee has the responsibility to help Oakley become a better global citizen.

2011

2006-07



As part of the Luxottica family, Oakley had the privilege to begin a partnership with OneSight to help improve vision for those who can't afford or access care. We've launched an eyewear recycling program at our headquarters, hosted a clinic in South Africa, and participated in other regional clinics to help people in need get sunglasses and prescription frames. For millions of people around the world who suffer from poor vision, just one pair of glasses and a couple of hours of our time is life-changing.



2010

When it comes to charity events, we never have a shortage of employee volunteers. But we wanted to do more, so we established our own foundation, Infinite Hero, to honor the bravery of service men and women. We invest proceeds from the special edition line of products in programs that support these heroes and their families. Even our athletes have shown interest in participating in the foundation's efforts—race car drivers Michael Annett and Steve Wallace sported the purple Infinite Hero shield at Daytona Speedway shortly after the release. The foundation is a chance for us, and anyone else who wants to show support, to help those in need.

1975

1988

Oakley didn't always have name recognition, athlete endorsements, or even an office for that matter. If it meant working late nights in a garage to develop a product, and driving to events to hand it out from the back of a car, that's what we did. Today, even though we have much more to work with, we push ourselves like our future depends on it—because it still does.

Lance Armstrong, member of the Oakley team since 1988, started the Lance Armstrong Foundation (now known as LIVESTRONG) in 1997 to fight the battle against cancer and to connect individuals to the support they needed. Oakley later joined in the partnership with a full line of special edition LIVESTRONG eyewear to

allow customers to show their support. LANCE ARMSTRONG F O U N D A T I O N

What are the consequences of losing our humility?

We understand the importance of staying humble when we hear it

FROM OUR CUSTOMERS







HUMLEAN FOR EACCIO

Something special about Oakley is that we have a community of people who are helpful and respectful, which creates an environment for doing great work. Here are examples we can all emulate.

"Right out of the gate at Oakley, they asked me: What do you really want to do with your life? I was blown away that they asked.

I thought, wow, they hired me to work in the warehouse, but it's cool that they really care. I told them I was intrigued by technology, and I would love to get involved on the technical side of the company. Within three months, they were looking for opportunities to plug me into technology projects. That remains the theme here—people start out doing one thing, and with hard work, move up to do something else. Oakley is a big place of opportunity."

"I remember when someone asked Jim what his proudest moment at Oakley was. He said it was when Dwight, the fixer-upper-guy, became employee of the year. It was so cool that Jim's proudest moment, in however long it had been, was seeing the guy who helps repair things and keep the building in order receive recognition. It felt really good to me to hear that. No matter what responsibility you have, everyone has an important part in this building."

What has your path been like at Oakley? What do you hope to achieve here?







"When we're bringing people into the Oakley family, we really try to figure out if someone says 'I' all the time, or if they're about the team. You have to be able to partner with others here. And sometimes you have to admit that you don't know the answer and that you need help. If you make a mistake, hey, that's part of our entrepreneurial spirit. We have to be humble about it and say, 'This worked. This didn't work. We're going to try differently.' If we always think we know best, we can't learn and we won't grow."

"Touring the country with the Rolling O Lab, you always run into consumers who question the brand. At first we would come out fighting. It's easy to be arrogant when you're trying to prove something, but eventually we found our balance and learned how to talk to people. Sometimes you have to give up ground to make ground. The bottom line is that what we do at Oakley is real—we have real facts, real stories, real experience—so all you can do is tell them something real. Don't brag about it. Don't push it. If you change their opinion at the end of the day, great. If not, you know that you told your story, and it's all good."



"IF A PRODUCT TAKES A FEW YEARS TO KICK IN, THE REACTION IS, COOL, I'M GLAD YOU LIKE IT. NOT, I TOLD YOU SO."



"We were introducing a new anti-fog technology to the military that we thought would be great. But when they went into a simulation, the seal wasn't working and everyone's goggles were completely fogged up. They couldn't see shit. You can't have that when your life is on the line. Everyone warned me not to see the colonel before I headed back to Oakley, that he was beyond furious, but I knew I had to talk with him. I said, 'Sir, we failed. I'm sorry, but we're going to fix it.' It took us four weeks, but we came back with goggles that worked. Failure happens. It's how you handle it that matters."

When have you owned up to a mistake or seen someone else admit they've missed the mark?





"When we hosted the OneSight clinic in South Africa, you could see the impact it had on our employees and athletes to have the opportunity to help. It was such a life-changing experience. And it was cool that our athlete volunteers stayed at the same hotels, ate the same food, and did all the same work that we did. The OneSight people couldn't believe the athletes rolled up their sleeves and jumped right into helping, but they were like—this is what we signed up for!"

"There's a guy in operations who always volunteers for events. He's the first one there to help set up, and he stays through 'til the very end. He's always asking if we need any more help. And he never looks for recognition. He's such a great example of humility at Oakley."

What event do you plan to volunteer at next? Who else will you encourage to join you?





How will you bring out humility in Oakley?



