

A person is running on a grassy hill towards a sunset. The sun is low on the horizon, creating a warm orange glow. The runner is in the foreground, slightly to the right, wearing a backpack and shorts. The background shows rolling hills and a clear sky.

LEADING WITH PURPOSE

IT'S A MARATHON

Geoprofessional Business Association - APRIL 2026

Jim Weber

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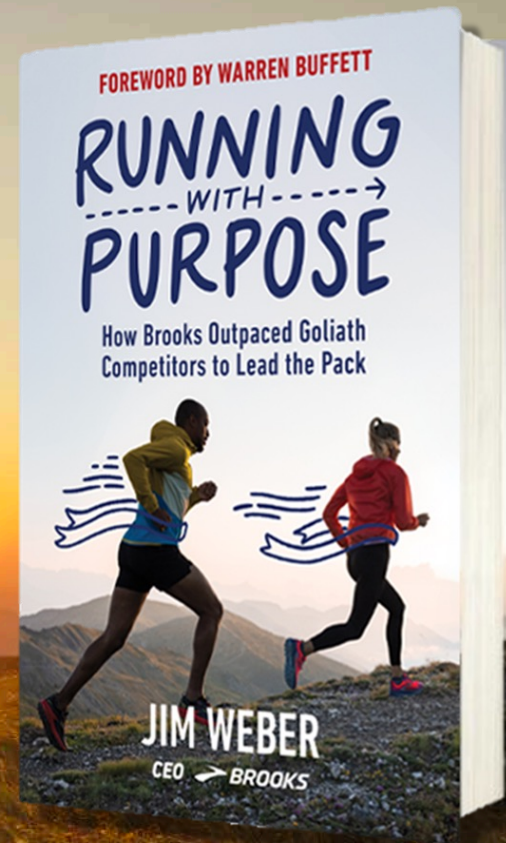
LEADING WITH PURPOSE

IT'S A MARATHON

Geoprofessional Business Association - APRIL 2026

Jim Weber

**A personal leadership
journey at
Brooks Running Company
to build a brand**



For Today

Leading with Purpose. *It's a Marathon...*

1. Focus - Choosing your Race:
Customer Obsession

2. Pushing Through the Wall:
Navigating Challenge & Disruption

3. Putting in the Miles:
*Vision Without Execution
is Hallucination*

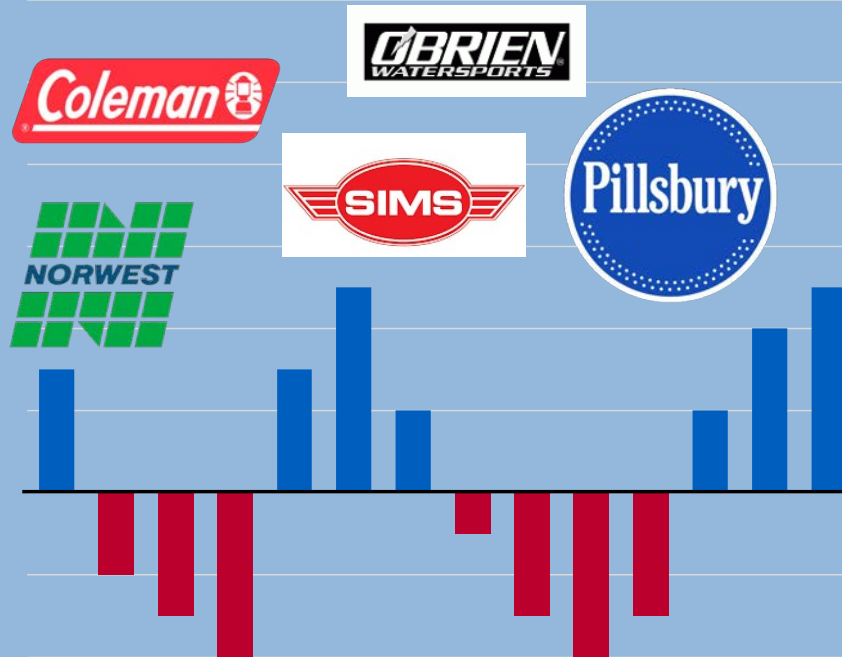




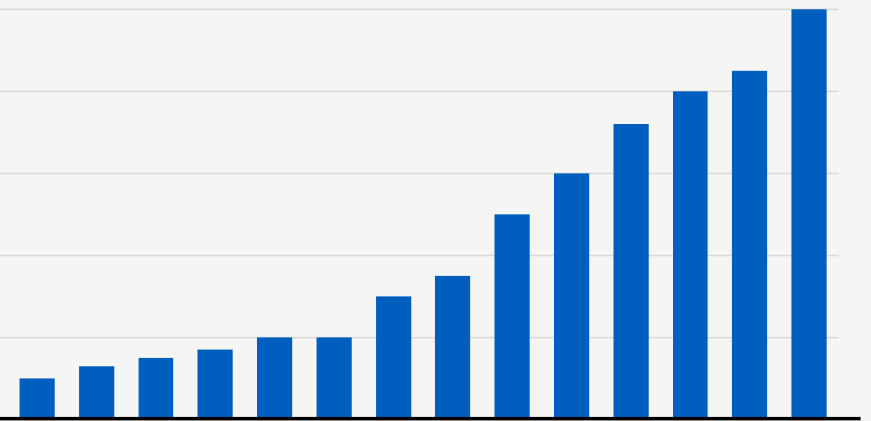
1. FOCUS - CHOOSING YOUR RACE

Customer Obsession

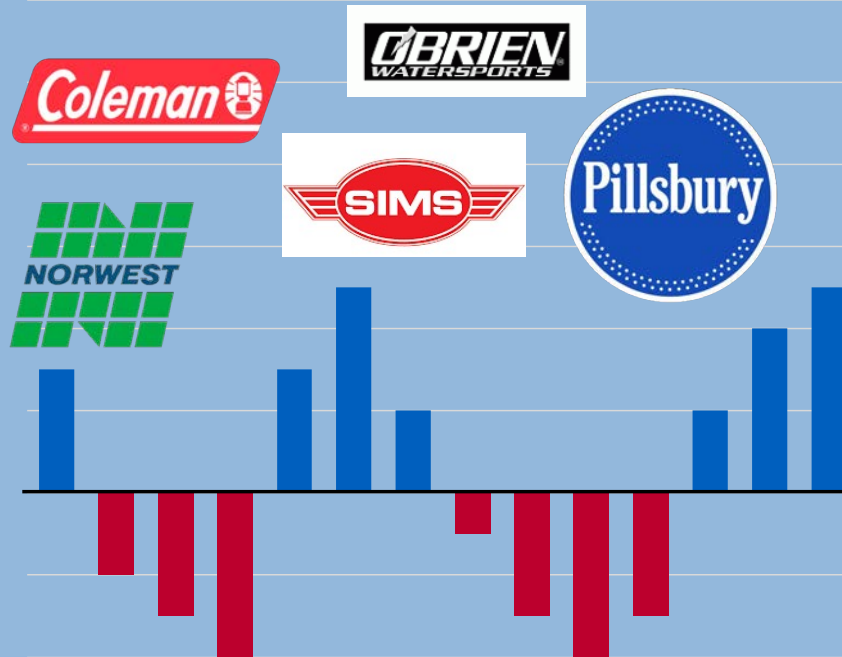
From Short-term Wins



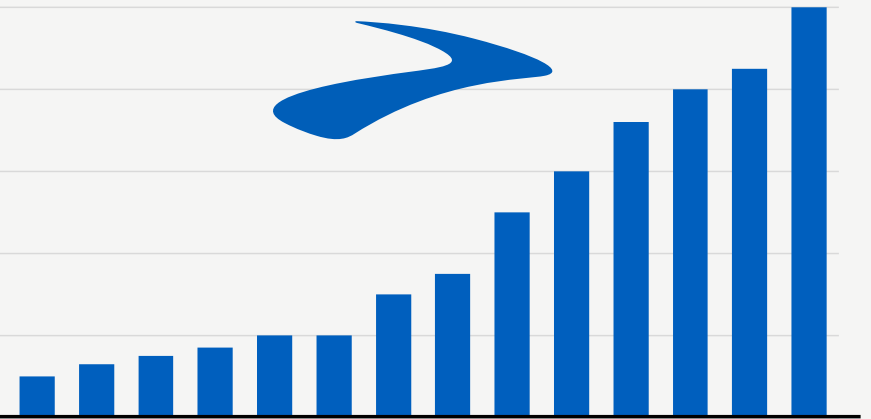
to Long-term Value



From Short-term Wins



to Long-term Value





***“The secret to success
is constancy of purpose.”***

Benjamin Disraeli



***“The secret to success
is constancy of purpose.”***

GREAT BRANDS ARE BUILT OVER DECADES

2001: Brooks Re-Founded in Run



***BUILDING BROOKS
WITH PURPOSE...***

**Inspire *everyone* to
run and be active**



Inspire **Everyone** To Run Their Path

WHY



WHO



2001 –One Page Strategy

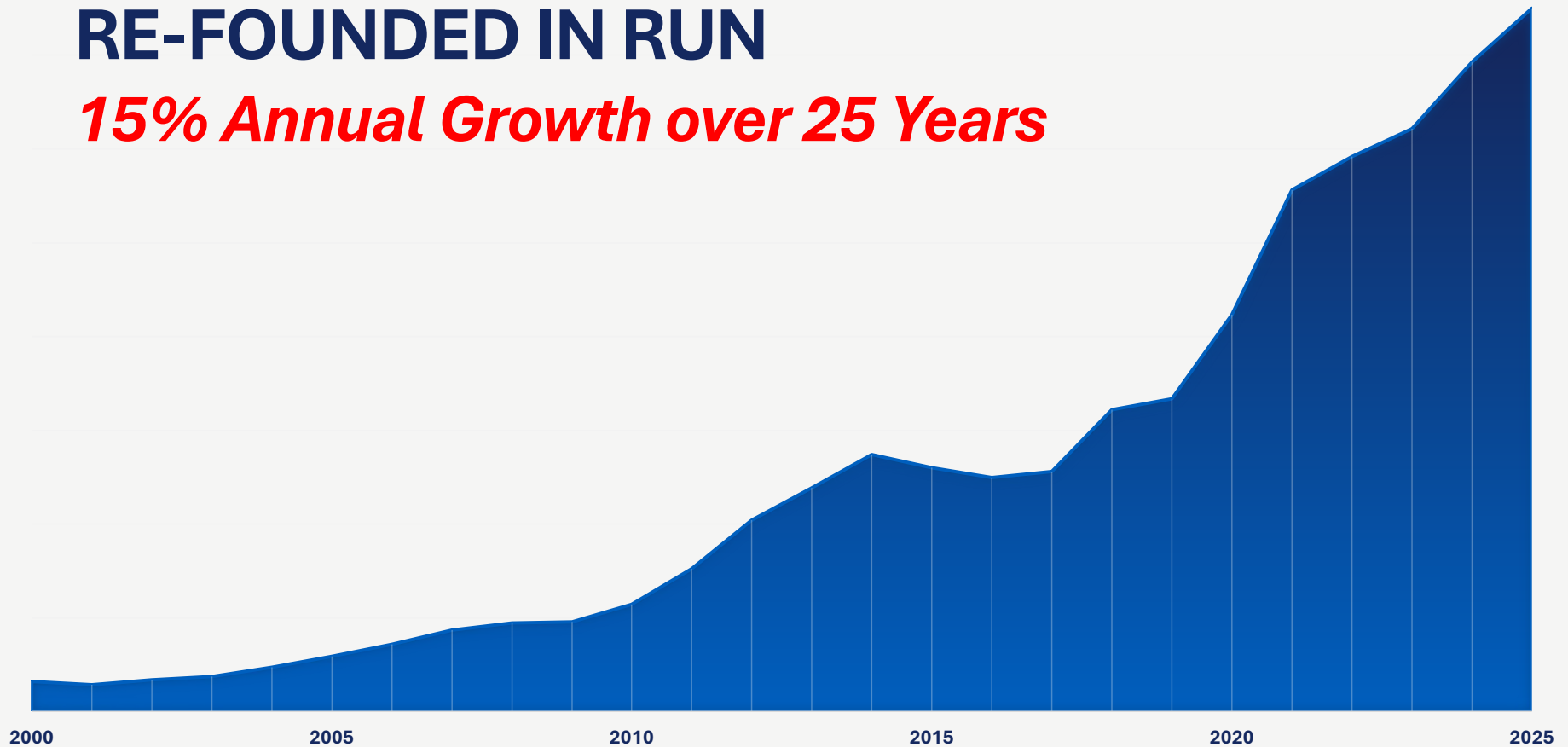
CUSTOMER
FOCUS
LED TO
BUSINESS
FOCUS...

Competitive Strategy	Strategic Goals		
	Performance Running Leadership	Focused Quality Growth	Industry Leading Profitability
Product Leadership	It all starts with: --Signature product --Technical edge	Best in class products in its price point / segment	Unique, distinctive, premium products --high margin --not promotional
Best in Class Customer Service	Specialty Channel Leadership better servicing GSG, Outdoor	--Longer product cycles --Tighter line, in-stock --On-time, 100% fill rate, 24-hour turn-around	Planning and systems support --great service levels --minimal closeouts --minimal friction --strong inventory and receivable turns
Marketing Energy	Reach Key Influencers --Create trial --Specialty retailers --Sports Medicine, Athletes, Coaches, Events, Trainers	Runner centric, creative vitality, shouting loudly... PR, Running Mags, Field reps, local events	Great people building Premium: -- brand -- products -- distribution

90-YEAR-OLD ATHLETIC BRAND RE-FOUNDED IN RUN

15% Annual Growth over 25 Years

\$1.6 billion



| 1. FOCUS – Choosing the Race you want to Run

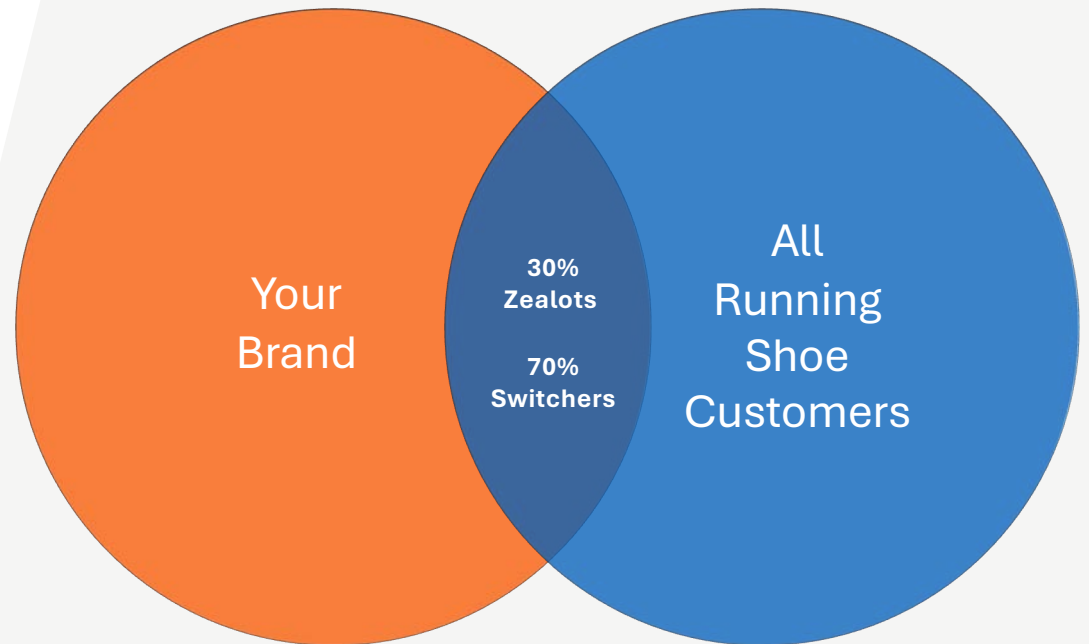
CHALLENGER BRAND – *POINT OF VIEW REQUIRED!*





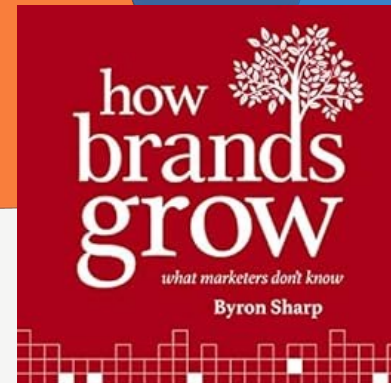
***ASSUME EVERY
CUSTOMER MUST
BE EARNED***

GOAL: NET NEW CUSTOMERS



**CUSTOMER
OBSESSION CAN
DRIVE FOCUSED
INNOVATION**

GOAL: NET NEW CUSTOMERS



BROOKS RUNNER **OBSESSION**

Solving Uniquely for Hearts, Minds and Bodies

“Hearts & Minds”



**RUNNER
INSIGHT**



“Bodies”

**SCIENCE
INSIGHT**



BROOKS RUN SIGNATURE INSIGHT

*The only “right” way to run
is the way your body
naturally wants to move*



FIT, FEEL & RIDE can be Engineered

- Adaptive to Force Applied
- Increased Softness
- Decreased Weight
- Improved Energy Return
- Durable



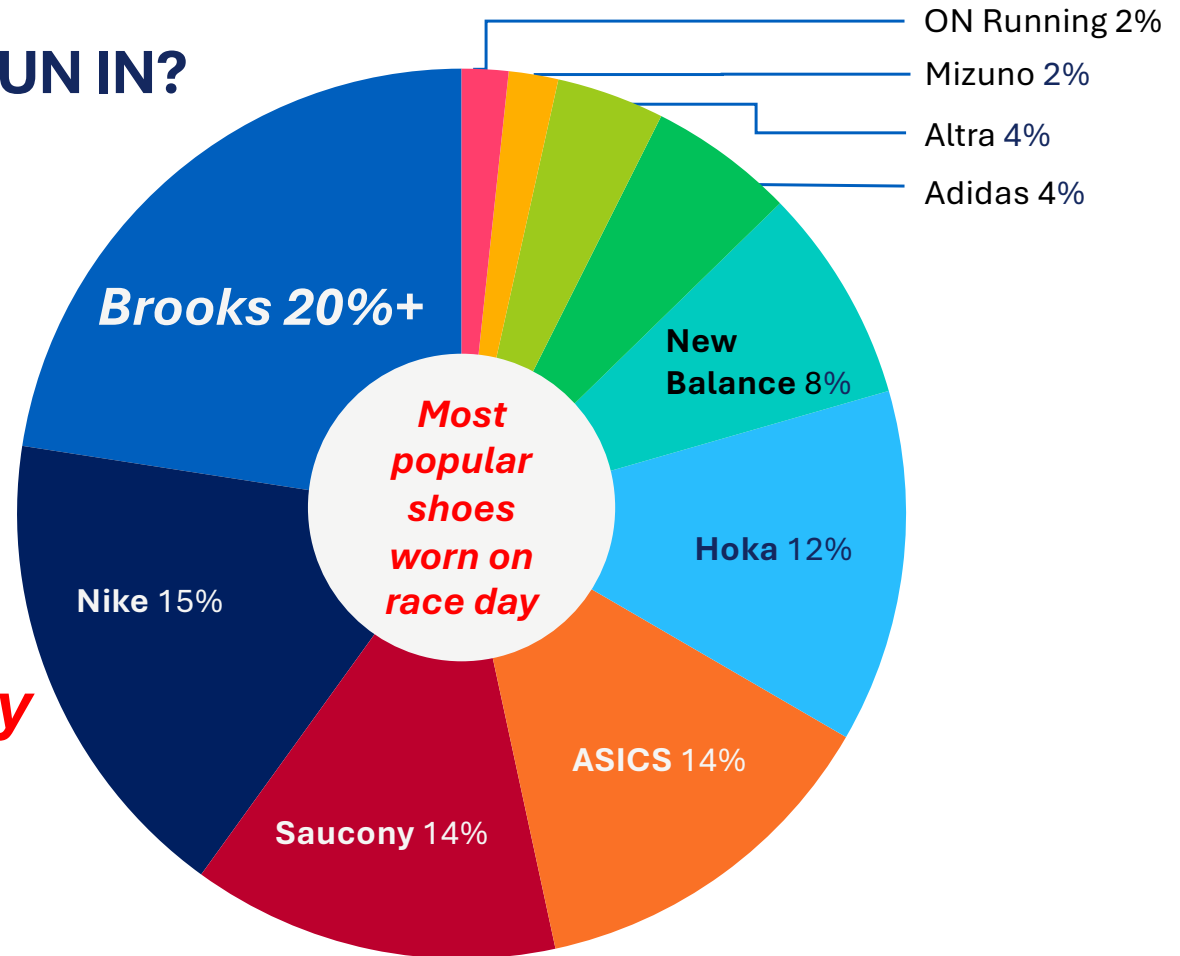
| 1. FOCUS - Choosing your Race

**EVERYONE
DESERVES
PERFORMANCE**



WHAT SHOE DO YOU RUN IN?

***Trust and Authenticity
are EARNED!***



SOURCE: Running USA unveiled the 2025 Global Runner Survey from 12,700 race participants

YOU GET WHAT YOU **MEASURE**:

*Communicate both
Financial and Customer Metrics
consistently*



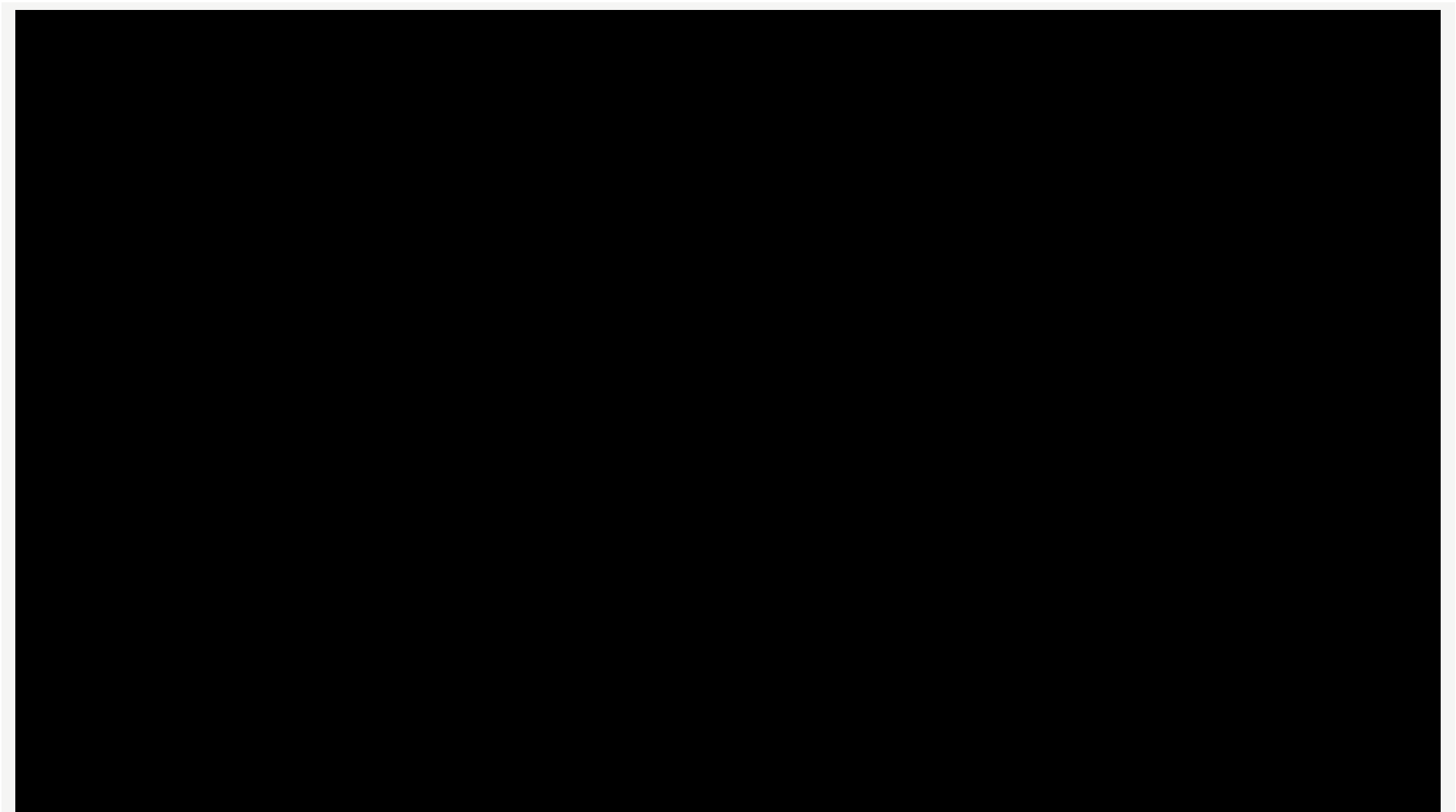


A Story About A Voicemail...



A Story About A Voicemail...








2. PUSHING THROUGH THE WALL:

Navigating Challenge & Disruption

PUSHING THROUGH THE WALL



*Hold Purpose
as your North Star*

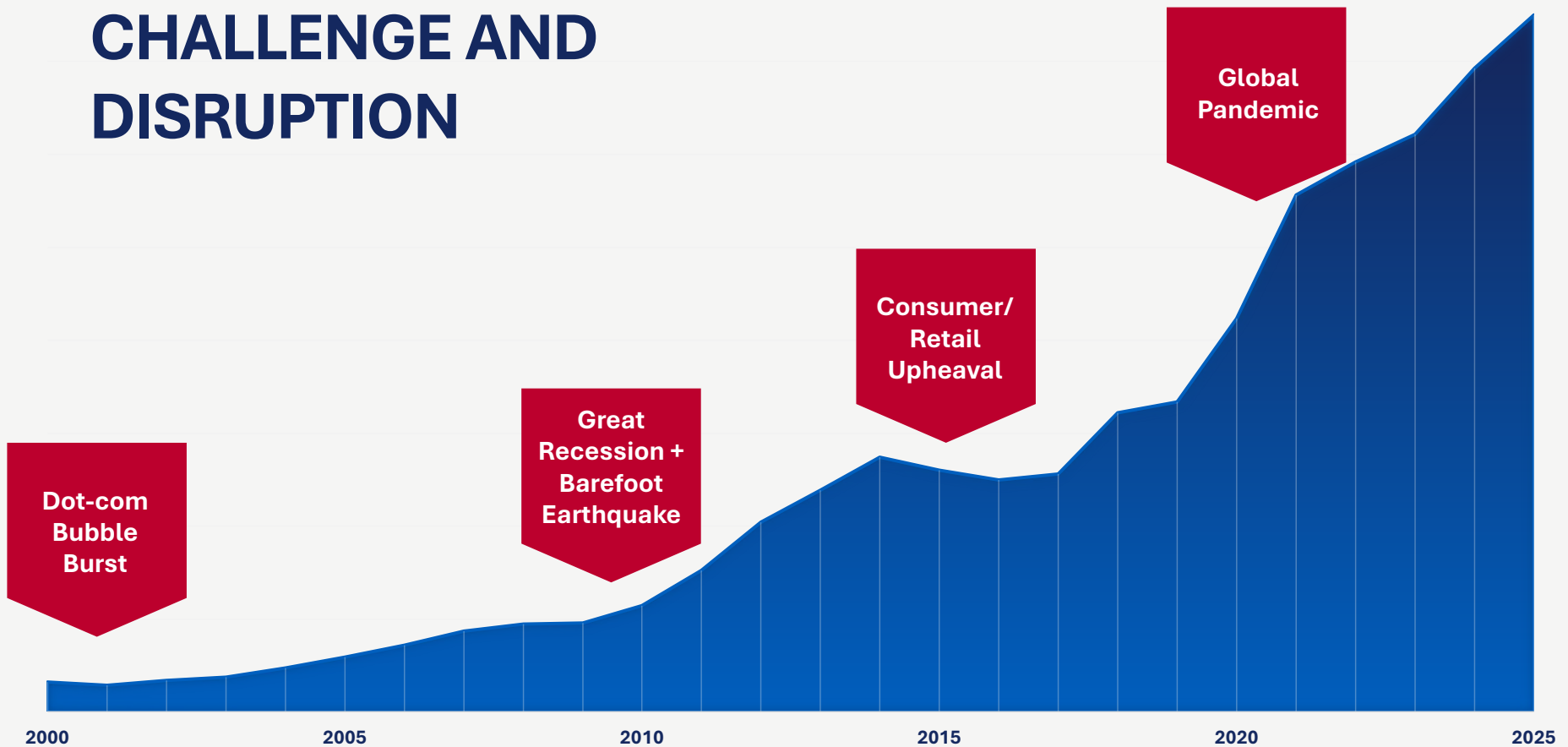


***“In Matters Of Style, Swim With The Current;
In Matters Of Principle, **Stand Like A Rock.**”***

-Thomas Jefferson

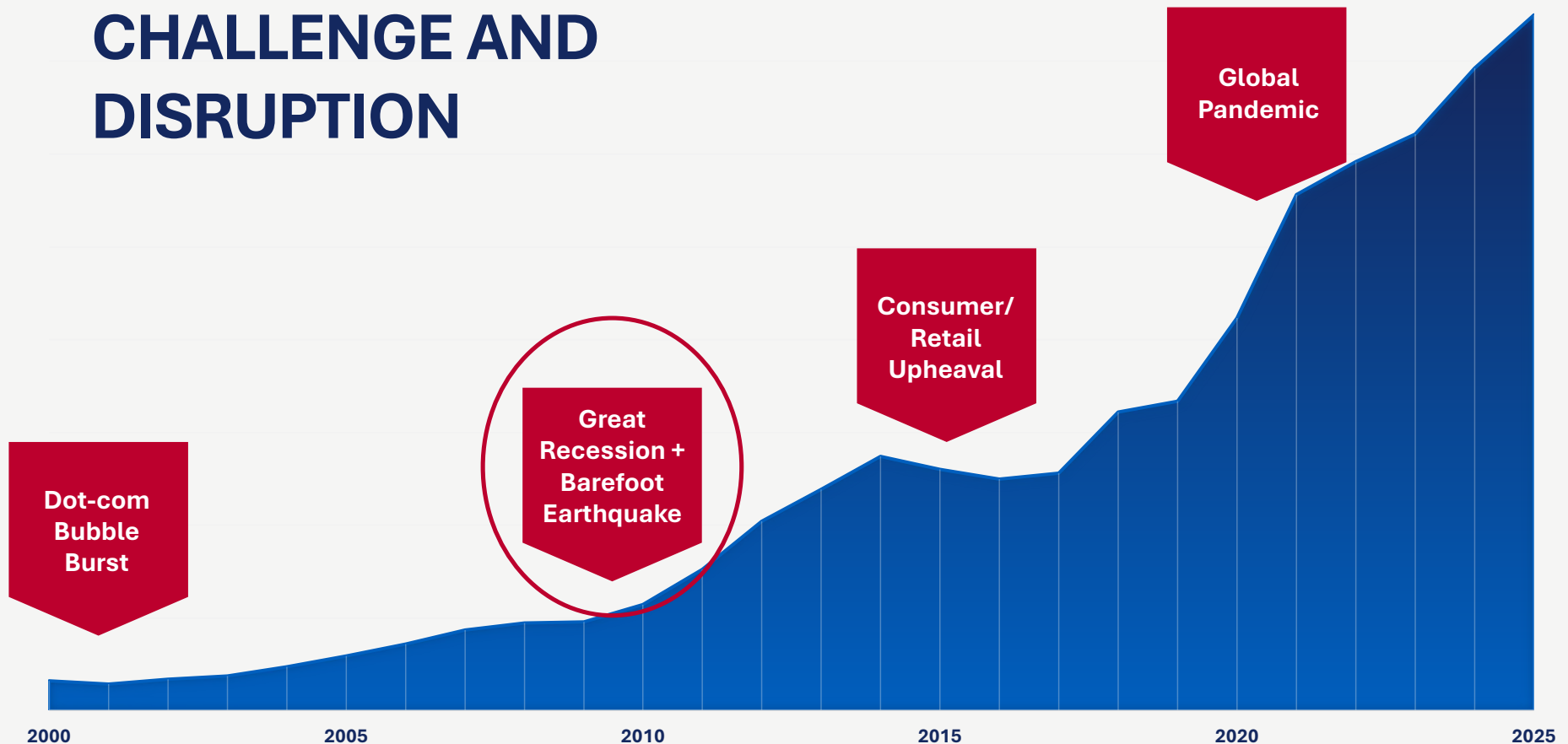
NAVIGATING CHALLENGE AND DISRUPTION

\$1.6 billion
25 yr CAGR = 15%



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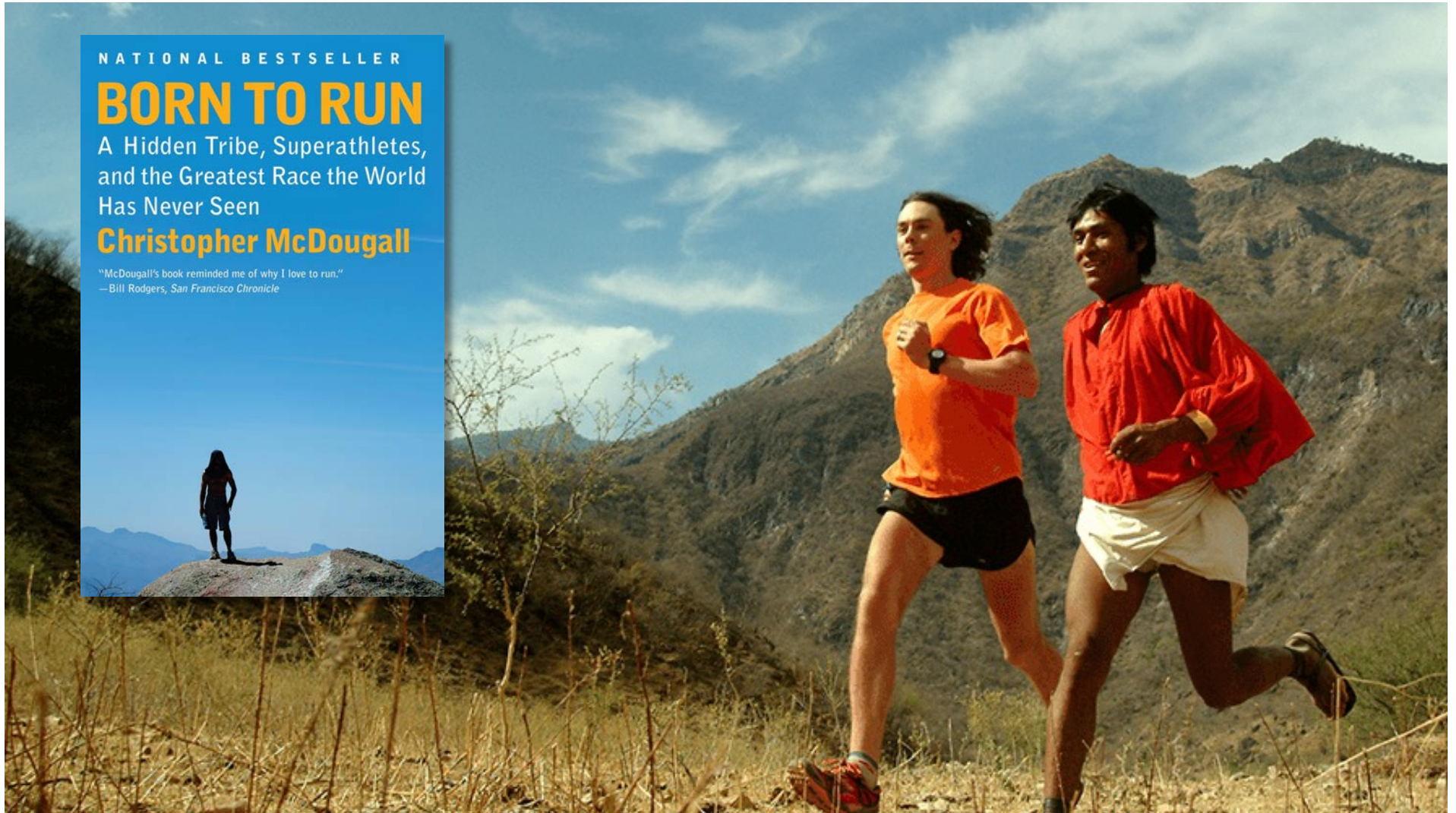
NATIONAL BESTSELLER

BORN TO RUN

A Hidden Tribe, Superathletes,
and the Greatest Race the World
Has Never Seen

Christopher McDougall

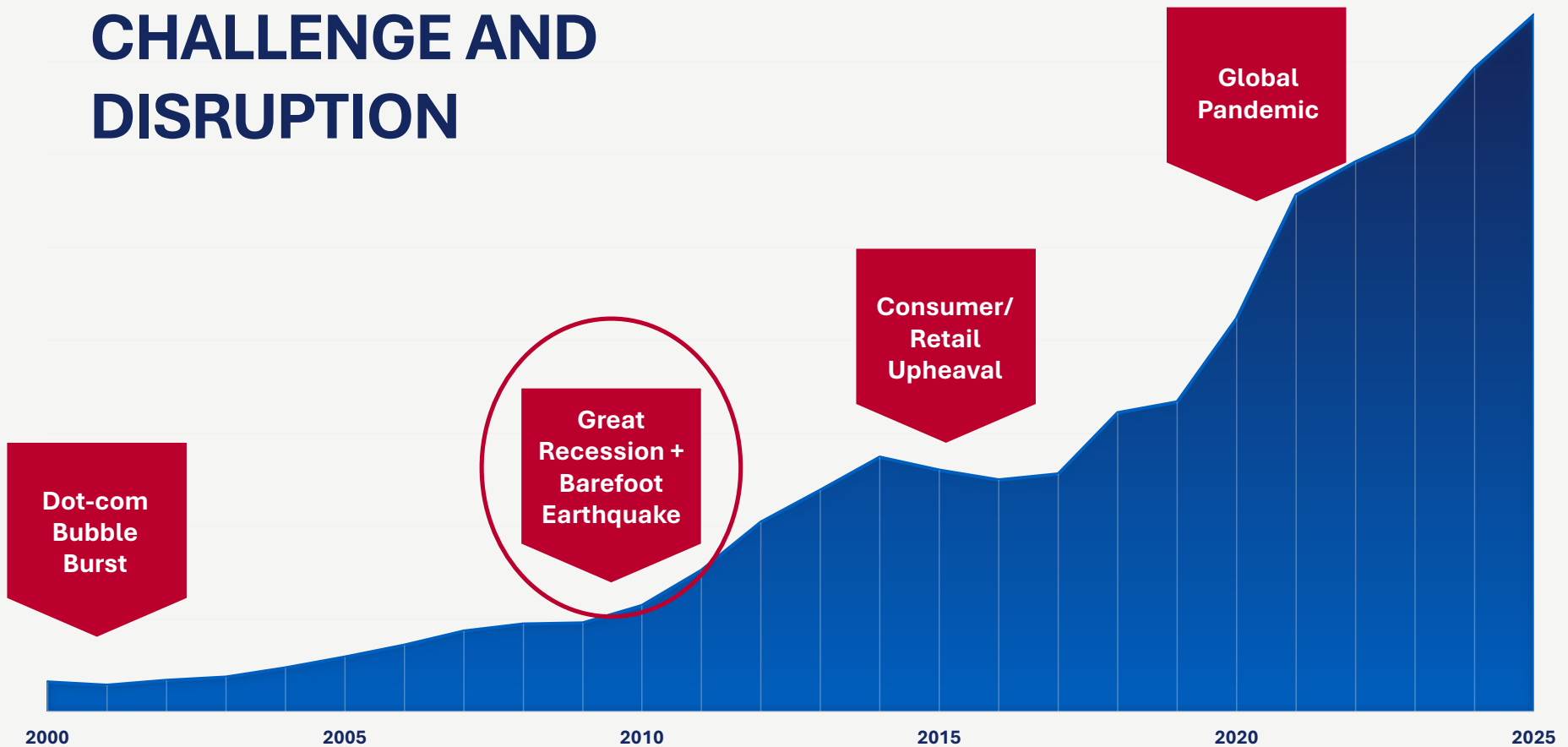
"McDougall's book reminded me of why I love to run."
—Bill Rodgers, *San Francisco Chronicle*





NAVIGATING CHALLENGE AND DISRUPTION

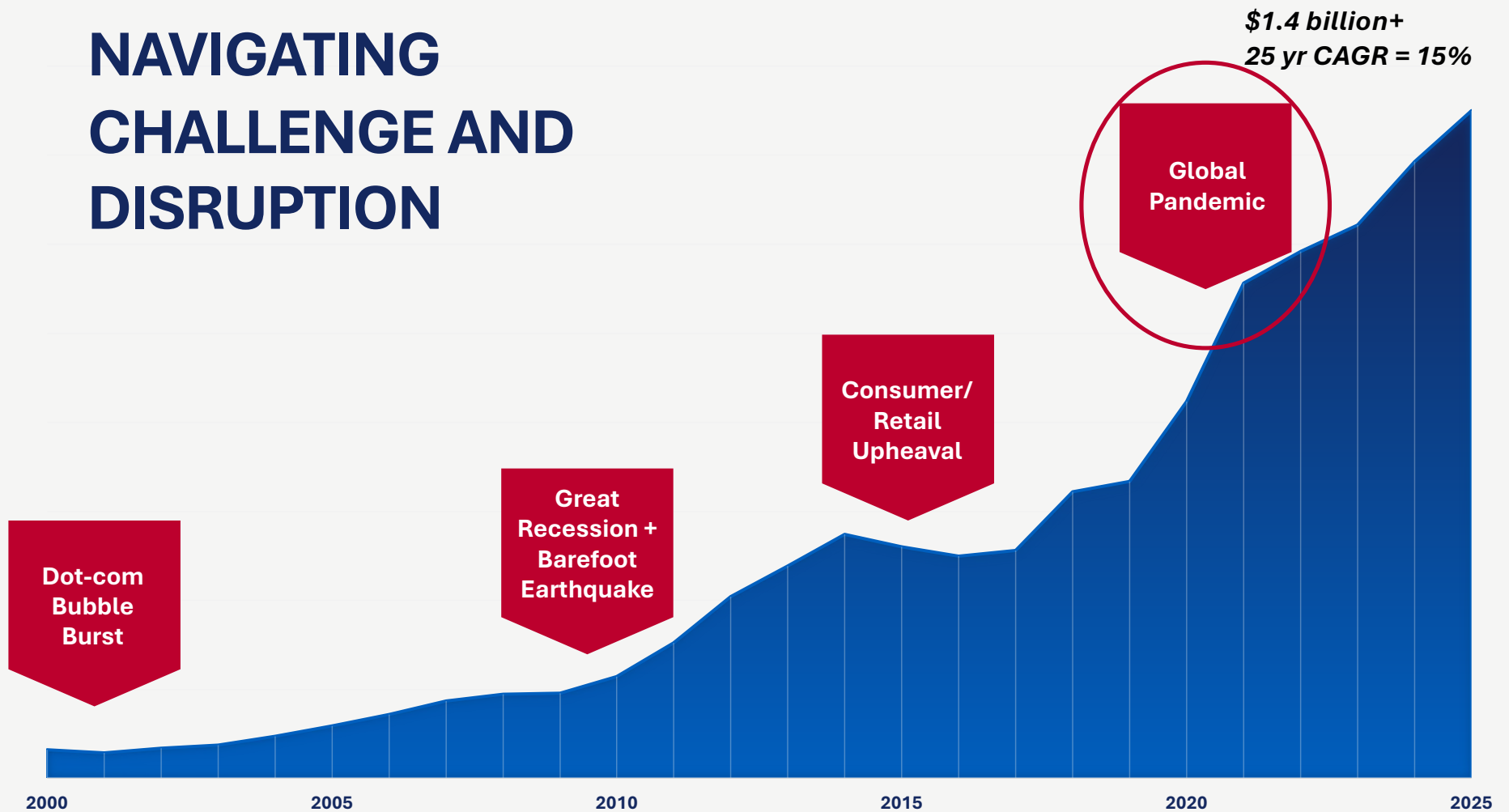
\$1.6 billion
25 yr CAGR = 15%



An aerial photograph of a marathon starting line. A massive, dense crowd of runners, wearing colorful athletic gear, is packed into a large rectangular area on a paved road. The crowd is viewed from above, showing the scale of the event. The runners are spread out across the road, with some visible on the adjacent lanes. The surrounding area includes some trees and a clear sky.

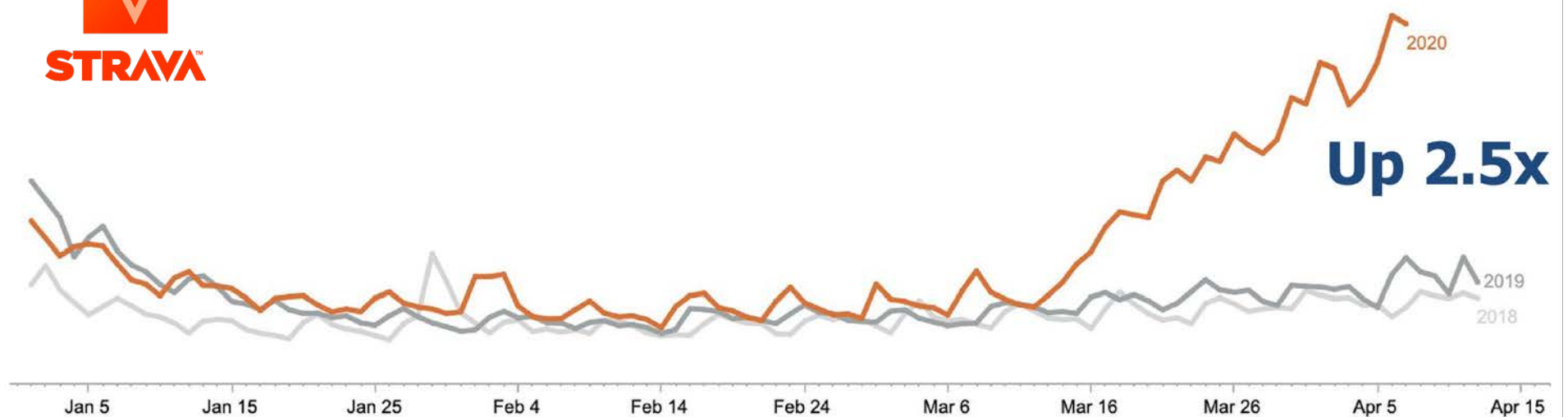
2010 VISION:
Performance Product + Run Happy = \$1 Billion Idea

NAVIGATING CHALLENGE AND DISRUPTION

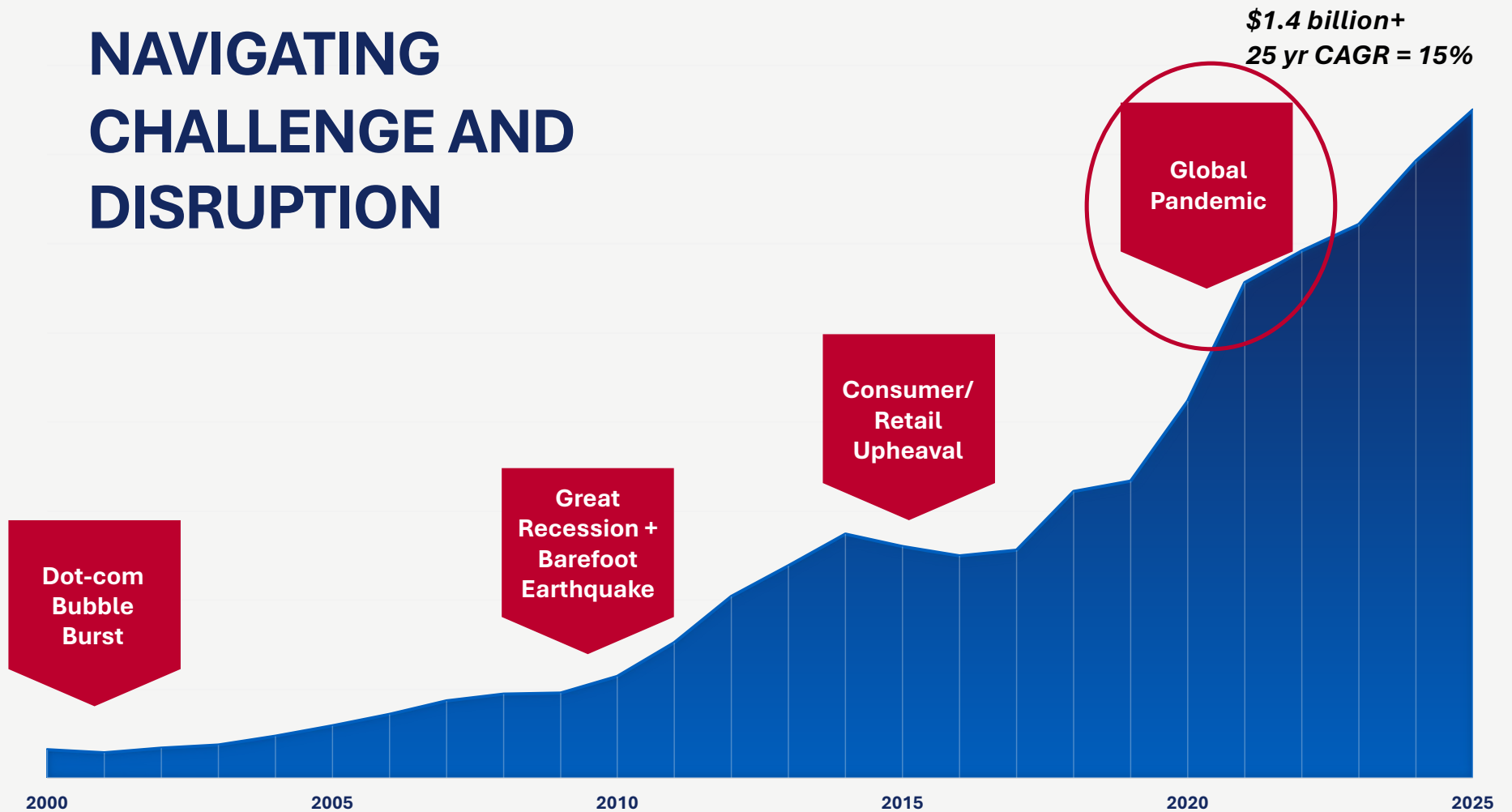


Covid Shutdowns March 2020

Finding New Demand Signals



NAVIGATING CHALLENGE AND DISRUPTION



***JOINING THE
CANCER CLUB
IN 2017...***



***JOINING THE
CANCER CLUB
IN 2017...***



JOINING THE CANCER CLUB IN 2017...

Corner Office

BY DAVID GELLES

No Longer Running but Still in the Race

Jim Weber
CHIEF EXECUTIVE,
BROOKS RUNNING

Adversity, personal and professional, hasn't shaken a leader's sense of purpose for himself or his business, and he has no plans to retire from the 'dream job' he's had for years.

JIM WEBER, the longtime chief executive of Brooks Running, was for many years a devoted runner. The hours spent racking up the miles were more than exercise for him. They were a chance to meditate on life, to devise strategy about business and to ruminate on the thorny problems that come with operating a company with more than \$1 billion in annual sales.

Then, a few years ago, Mr. Weber got cancer. He had to step away from running the business, endured difficult rounds of treatment and emerged cancer-free — but missing a lung.

Though Mr. Weber can no longer run, he is still active, walking laps around Brooks' new headquarters in Seattle. The company, which is part of Warren Buffett's Berkshire Hathaway conglomerate, is profitable and growing quickly.

And Mr. Weber, who has been C.E.O. for more than two decades — steering the company from near bankruptcy, through private equity ownership, out from being a subsidiary of Fruit of the Loom and into being a stand-alone part of Berkshire Hathaway — is still enjoying what he calls his "dream job," with no plans to retire.

This interview was condensed and edited for clarity.

Tell me about growing up in Minnesota.

I was one of six kids within eight years of each other in a working-class suburb of St. Paul, and it was a very chaotic and busy house. My dad was an alcoholic and he was never happy, and almost a bully at times. He had so much negative energy that I just ended up avoiding him. So I was pretty independent, and I decided I wanted to be a glass-half-full kind of person. I wanted to sort of break out and be happy and pursue being good at something and not being bitter. So I poured myself into hockey, but my first it was to run a company.

One of the things I've gotten perspective on, though it's really kind of tricky, is that I was born a white male in the Midwest. Everybody is dealt so many cards when they are born, and I was born with a good hand. That's a broader lens now that I have in life.

What was your first job and what did you learn from it?

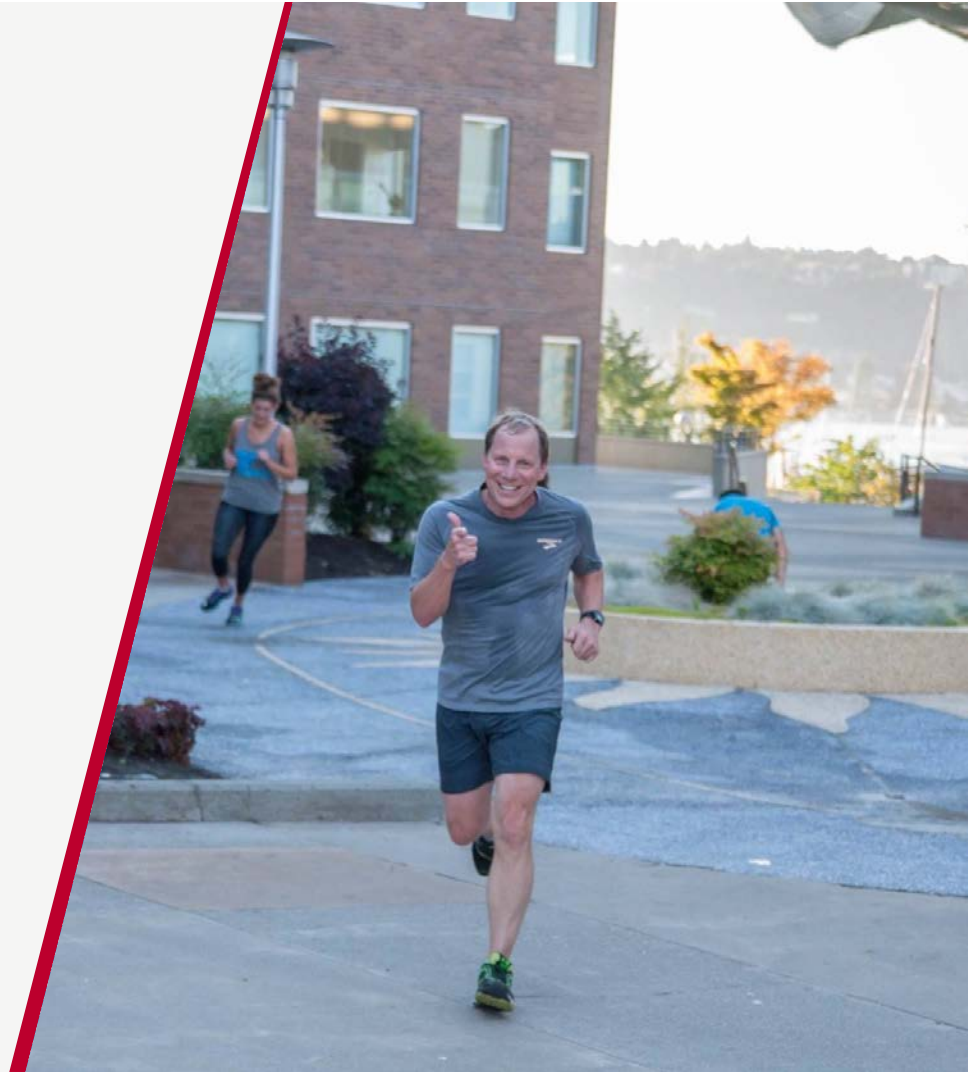
My first job was a commercial banking officer at Norwest Bank in Minneapolis, and I learned how to financially analyze a business, from a profit-and-loss balance sheet to cash flow. I became a really good financial analyst in that first banking job, but I knew I wanted to be on the other side of the table at some point and run a company.

There were layoffs at some Berkshire Hathaway companies during the pandemic. How did your company avoid layoffs there?



STUART DRETT FOR THE NEW YORK TIMES

JOINING THE CANCER CLUB IN 2017...



The background of the slide is a dark blue field with a complex, organic pattern of light blue and white lines. These lines form concentric, swirling, and elongated shapes, reminiscent of topographic contour lines on a map or perhaps the grain of wood. The pattern is dense and covers the entire area.

3. PUTTING IN THE MILES:

Vision Without Execution Is Hallucination

Vision Without Execution Is Hallucination

HOW TO DRIVE EXECUTION?



A large group of people, mostly young adults, are gathered outdoors on a grassy area. Many are wearing blue lanyards with ID badges. They are all smiling and waving their hands towards the camera. The background shows a green lawn, some string lights, and a few white lounge chairs. A dark blue semi-transparent banner is overlaid across the middle of the image, containing white and orange text.

BUSINESS IS A TEAM SPORT
EXECUTION IS ALL ABOUT PEOPLE

| 3. Putting in the Miles: Vision Without Execution is Hallucination

THE ULTIMATE COMPETITIVE ADVANTAGE IS A STRONG CULTURE



CULTURE is
Values In Action

...Behavior is Destiny



LEADING AUTHENTICALLY

Focus | Curiosity | Trust



LEADING AUTHENTICALLY

Focus | Curiosity | Trust



Leading with Purpose

It is a Marathon!

1. Focus - Choosing your Race:

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LIFE'S SHORT...



LIFE'S SHORT...



LIFE'S SHORT...

...RUN LONG



THANK YOU!

