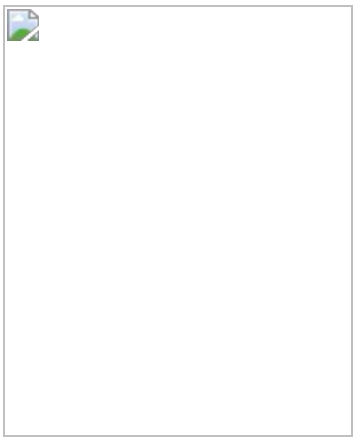
NEWS RELEASE

Empowering Teammates, Elevating Experience: Inside DICK’S Sporting Goods’ New, Transformative Store Operating Model

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Each day, when athletes (customers) walk through the doors of DICK’S Sporting Goods, they know what to expect:

the best performance product, friendly faces, expert knowledge and personalized advice. DICK'S teammates power that experience with their energy, dedication and passion for our products and services.

The store teams are always playing to win, and just like every great team, they need the right plays to continue their success. That's why today, DICK'S is introducing a new store operating model, called Built to Win, that builds on its strong operating foundation and evolves the store model to continue to meet – and exceed – athlete expectations while expanding opportunities for teammates to learn, lead and grow. Leaders describe it as the blueprint for the future.

"We've grown our business through best-in-class products and merchandising, deep engagement with our athletes, elevated teammate experience, and efficient operations," said DICK'S Executive Vice President of Stores Ray Sliva. "As athletes continue to choose DICK'S to meet their sport needs, we're redesigning how we work to continue to advance our strategies, serve our athletes and offer additional career growth opportunities for our teammates. This allows us to prepare for the future while evolving in the moment."

This model:

- Deepens athlete engagement opportunities within the store by defining roles for teammates who will now be dedicated to sales floor, "on-field" operations (owning merchandise display) or "off-field" operations.
- Creates new in-store Specialists roles for teammates to provide our athletes with deeper product knowledge and expert guidance in categories they care about most, like footwear and golf.
- Introduces more than 3,200 new leadership opportunities for teammates, giving store teammates the chance to gain leadership experience before elevating to Assistant Store Manager or Store Manager roles.

By modernizing operations, redefining service and expanding career opportunities, the company is positioning itself not just to keep up with the future of retail, but to lead it.

"This is a commitment to our athletes and our team and I'm proud of how we built the new model - in partnership with store leaders and collaboration across the organization," said Senior Vice President of Stores Rudy Hernandez. "To have an opportunity to enhance what we're doing from a position of strength so that we can accelerate our priorities and opportunities for the future is a special moment, and I am grateful to the team for their input and partnership as we bring this to life for our athletes and teammates."

Planning for the model will begin this month with implementation expected across DICK'S and Going, Going, Gone! stores this summer.

"I'm so inspired and excited by what we're doing with Built to Win," said Brant Rigsby, District Manager, who has been with DICK'S for 18 years. "This model gives our teammates a path to grow and better aligns our teammate to

athlete interactions. When an athlete or young athlete enters one of stores, we're going to be even more ready to pair them with a passionate teammate who will assist them in getting them everything they need to enjoy their sport on or off the field."