

Comfort Report

2025



CROCS inc. ™

Connecting the Dots

A summary of our Purpose, Corporate Responsibility, and Sustainability activation in 2025

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A Message from Our Chief Sustainability & Compliance Officer



Corporate Sustainability is at an important inflection point. Expectations of businesses continue to evolve as employees, consumers, investors, and global communities look to companies to meaningfully address the pressing challenges facing people and planet. At Crocs, Inc., we believe we have a responsibility to positively contribute to the systems we are part of – and yet the path forward is rarely simple. Progress requires thoughtful prioritization, resilience, and pragmatic action in pursuit of long-term change. It requires that we act as both a participant and catalyst of change – learning alongside our partners, innovating where we can have the greatest impact, and leveraging our platform to drive impact at scale.

Now in its fifth year, our Purpose strategy continues to support operational resilience, strengthen stakeholder relationships, and guide everyday decisions across our Inclusivity, Circularity, Climate Stability, and Community ambitions. By integrating Purpose into our culture and work, we advance Comfort for the Planet, our Communities, and all People. In 2025, our teams demonstrated the optimism and ingenuity required to turn our ambitions into action.

- We expanded access to wellness benefits, completed development blueprints for every role at Crocs, Inc. to support individualized growth, and took a collaborative approach to safety and compliance for employees and suppliers.
- We deepened our relationships and reach with STEP UP TO GREATNESS impact partners, launched limited edition Jibbitz™ for Good, and introduced our first shoe in collaboration with Native artists, acknowledging the communities who inspire many of our designs.
- We focused bio-circular material innovation and investment within our iconic Classic Clogs, expanded our “Old Crocs. New Life.” takeback program to fans across Europe, and worked to strengthen the infrastructure needed to scale circular systems.
- We reshaped the movement of products throughout our supply chain to better serve our business, reducing environmental impacts and associated emissions.

Though the work ahead remains significant, I’m proud of the impact we made in 2025. The pace of change required across environmental and social systems is real, and so is the responsibility businesses share in advancing solutions. Together, we are Creating a More Comfortable World for All.

Deanna Bratter
Chief Sustainability and Compliance Officer



“In 2025, Crocs, Inc. delivered strong results and prioritized the long-term health of our brands, while also advancing Purpose in step with the business. Our Purpose strategy helps build a resilient organization, drive innovation in footwear, and deliver Comfort to fans around the world.”

Andrew Rees
Chief Executive Officer, Crocs, Inc.

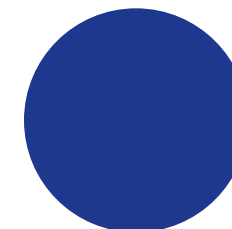
Welcome to our 2025 Comfort Report, our fifth consecutive annual disclosure on Crocs, Inc.’s Purpose, Corporate Responsibility, and Sustainability activation. Unless stated otherwise, the information provided in this report covers the 2025 calendar year – from January 1, 2025 to December 31, 2025. This report also encompasses the full Crocs, Inc. enterprise, inclusive of both the Crocs and HEYDUDE brands.

For more information about our business performance in 2025, please see our 2025 Annual Report on Form 10-K, filed with the U.S. Securities and Exchange Commission (SEC) on February 12, 2026.

For questions, please contact sustainability@crocs.com or IR@crocs.com.

LEARN MORE

This year’s report highlights how our programs intersect to drive progress across ambitions. Detailed metrics and ESG framework reporting remain available in the appendix as part of our commitment to transparent disclosure.



A Year In Review

2025 was a year fueled by new product launches, authentic consumer connections, and continued momentum across our business. From retail expansion to iconic collaborations, our brands continued to reinforce their unique role as a vehicle for self-expression.

2025 By the Numbers

\$4.04B
in annual revenue

~151M
pairs of shoes sold
worldwide
including ~129M pairs of Crocs
shoes, and ~22M pairs of
HEYDUDE shoes.

8,011
total global employees*

4
primary offices


500+
retail locations**
In 2025, we opened 88 new
stores across both brands,
including 25 HEYDUDE stores
and 63 Crocs stores globally.

3
main distribution
centers

~2.9M
square feet of company-
operated warehouse space

363
Tier 1 and Tier 2
factories and
suppliers***

In November
2025, Crocs, Inc.
made TIME's list of
the World's Best
Companies in
Sustainable Growth.

 Can You Spot Me?
Our Crocs crocodile is wandering
throughout the 2025 Comfort
Report. Do you see him?



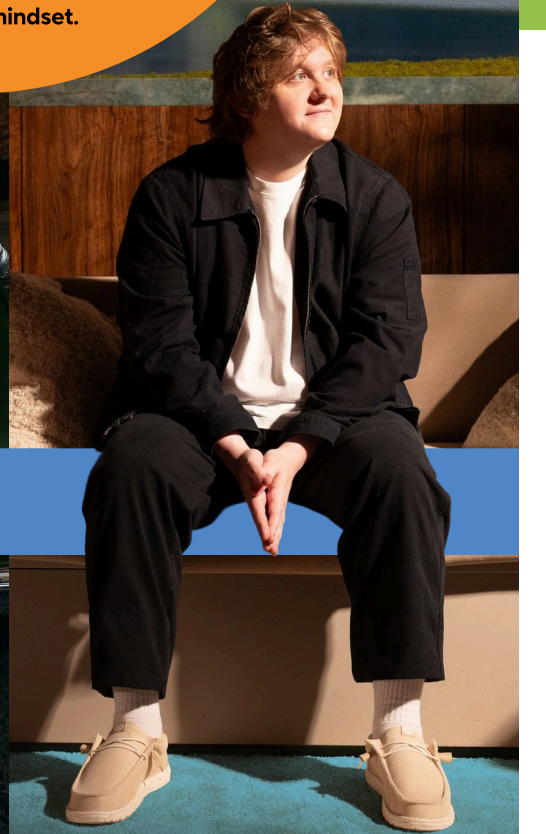
Iconic Brand Moments

Crocs became museum-worthy. A never-worn, first-edition Classic Clog from 2002 was included in an exhibit at the Museum of Modern Art, focused on designs and objects that have reshaped consumer behaviors, markets, and societal norms from the mid-20th century to present day.



We partnered with Seulgi from Red Velvet to launch a Crocs and ABC-Mart collab celebrating her iconic fashion sense.

In 2025, HEYDUDE launched its third collaboration with Jelly Roll. We also partnered with Lewis Capaldi on 'HEYDUDE Country,' which welcomes fans to embody the comfort, community, and no-fuss vibe of the HEYDUDE mindset.



This Bae Clog campaign in Japan was inspired by K-Pop group RIIZE's unique style.



We held a 24/7 TikTok live stream during Croctober featuring month-long celebrations, content, and community. On October 23rd, otherwise known as Crocs Day, we launched the Classic Unforgettable Leopard Knee High Boot adorned with 17 Jibbitz charms, chains and embellishments offering fans new opportunities for personalization and self-expression.

*Our 2025 10-K submission within Item 1. Business Disclosure rounds the number of employees to 8,010, which is consistent with this reported, unrounded figure.

**As of December 31, 2025, there were 439 and 75 company-operated stores for the Crocs brand and HEYDUDE brand, respectively.

***Third-party suppliers' refers to Tier 1 factories and Tier 2 suppliers that support the Crocs and HEYDUDE brands. Not all factories and suppliers are used by both brands.

Progress on Purpose

Inclusivity

Crocs, Inc. will foster inclusive workplaces in which individuality is a path to opportunity for our workforce and a source of collective strength.

Community

Crocs, Inc. will address barriers to unlock opportunities for all communities to be safe, resilient, and thriving.

Circularity

Crocs, Inc. will champion circular models of production and consumption through more innovative product design and collaboration.

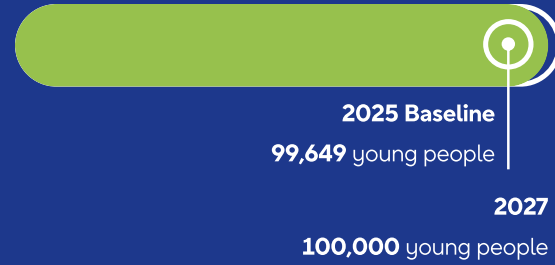
Climate Stability

Crocs, Inc. will work to mitigate our contribution to climate change and recalibrate our resource use.

Goal

Directly* support 100,000 young people in accessing programs and opportunities that equip them with 21st century STEP UP skills** by the end of 2027.¹

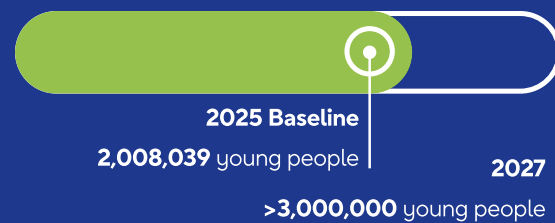
Our goals serve as critical anchors steering activation in our communities as part of our community impact program STEP UP TO GREATNESS (SUTG). We're encouraged by the progress we've already made in helping young people step up to their greatest potential through our nonprofit partners. As we progress ahead of schedule, we're excited to continue to scale our impact in the form of mentorships, internships, skill-building programs, and more.



Goal

Indirectly*** build support and awareness for our nonprofit impact partners to scale their impact to over three million more young people by the end of 2027.

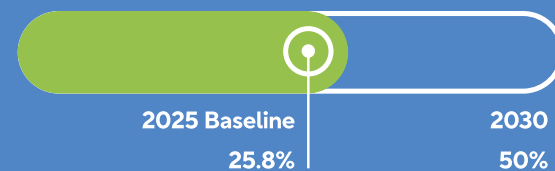
We are lucky to work with amazing nonprofit partners that are changing the lives of young people globally. It's exciting to see the breadth of our indirect support, which we seek to enable by strengthening staffing capacities, training, curriculum development, and digital tools.



Goal

Achieve 50% bio-circular**** content within our Crocs Classic Clog***** on a mass balance basis by 2030.

In 2025, and moving forward, we've prioritized the investment of bio-circular material in our icon - the Crocs Classic Clog - allowing us to implement, evaluate, and scale at a pace that's appropriate for both our business and the availability of new and future innovations of alternative materials.



*For youth directly supported, this includes young people, aged 15-29, who participate in programs, opportunities, or experiences enabled or directly funded by Crocs, Inc., and that are designed to build STEP UP skills. Passive activities like social media impressions, or general capacity funding for nonprofits are excluded from direct impact.

**Our STEP UP skills are inspired by UNICEF's framework of transferable skills.

***For youth indirectly supported, this includes young people, aged 15-29, who benefit from strengthened nonprofit capacity, expanded programs, or increased awareness enabled through Crocs, Inc.'s support, but who do not directly participate in Crocs, Inc.-funded programs.

****Bio-resins are manufactured and supplied with bio-circular feedstock, including but not limited to: tall oil, used cooking oil, and the by-product palm fatty acid distillate under mass balance certification according to the International Sustainability and Carbon Certification Plus (ISCC PLUS). Consistent with previous years, in 2025, 100% of the bio-circular material sourced for our Classic Clogs was certified as ISCC PLUS, using a mass balance approach.

*****In 2025, we narrowed the scope of this goal to focus specifically on our Crocs Classic Clogs; previously, the goal was, "Achieve 50% bio-circular content within our Croslite™ compounds on a mass balance basis by 2030."

*****Figures are based and certified on the amount of bio-circular material shipped. This goal is calculated on a per pair basis for the Crocs Classic Clog. Carbon footprints for additional Crocs brand styles can be found in our 2021 Comfort Report. Our most recent product carbon footprint calculation was completed in 2024 using the ISCC-certified amount of bio-circular material of 25%, as of September 2024.

*****Added value is defined as gross profit.

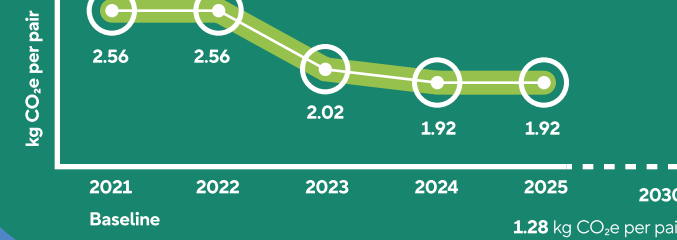
¹United Nations Children's Fund (UNICEF). (2022). The 12 Transferable Skills from UNICEF's Conceptual and Programmatic Framework.

At Crocs, Inc., our Purpose is to Create a More Comfortable World for All. Advancing this ambition depends on a strong, growing business that can extend our reach and meaningfully contribute to business objectives, brand equity, and impact at scale. To support alignment between business decisions and impact outcomes, we remain focused on addressing our priority topics and investing in our ambitions through a lens of risk mitigation, resiliency, and efficiency. Tracking and disclosing our progress helps us move from aspirational to operational. Looking for more details? Follow our content callouts to review related disclosures.

Goal

Reduce the carbon footprint of our Crocs Classic Clog by 50% by 2030.*****

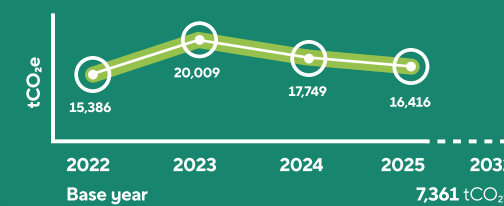
Aligned with best practice, we plan to update our product carbon footprint assessments every 2-3 years, and we continue to focus on opportunities to increase the amount of low carbon materials in our Classic Clog.



Goal

Reduce absolute Scope 1 and Scope 2 emissions by 50.4% by 2032 from a 2022 base year.

Building on the momentum of our newly operational on-site solar array at our Las Vegas distribution center, and guided by our Science Based Targets Initiative (SBTi) approved target, we continue to look for opportunities to manage and reduce emissions tied to electricity consumption, natural gas consumption, and fuel use.



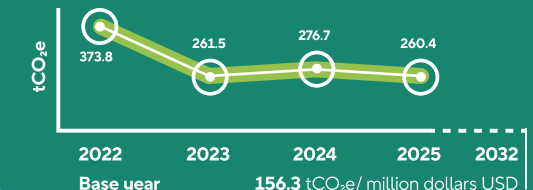
LEARN MORE

SBTi commitments: Task Force on Climate-Related Financial Disclosure (TCFD) index pg. 54-64

Goal

Reduce Scope 3 (Category 1 and Category 4) emissions by 58.2% per USD value added***** by 2032 from a 2022 base year.

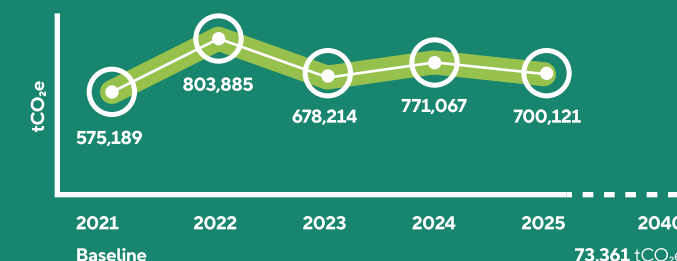
Our Scope 3 SBTi approved target helps contextualize emissions for our areas of highest impact as we continue to grow. Progress in these categories supports our Net Zero goal while also strengthening operational resilience through strategic material purchasing and optimized upstream logistics.



Goal

Achieve Net Zero by 2040.

As we continue our journey to Net Zero, we are encouraged by the interventions we've set in motion. From providing our suppliers with tools to better understand their natural resource use to increasing bio-circular materials in our Croslite™ compound for our Classic Clogs, our incremental progress reflects action across our ambitions.



Connected Employee Experience

To create a workplace that's safe, gratifying, and full of opportunity, we regularly seek out employee feedback and use those insights to inform our enterprise-wide approach to culture, benefits, and development. This year, we brought greater standardization, access, and transparency to the employee experience.

Leveraging Employee Input

Employee input is at the foundation of how we shape the employee experience. In 2025, our annual employee experience survey helped us understand our strengths and opportunities, allowing us to turn employee feedback into clear, practical tools.

We developed and launched a Crocs, Inc. Employer Brand Playbook that highlights what matters most to employees across our global regions, helping people feel engaged and supported in ways that are most relevant to them. Recognizing that employee needs vary across our workplaces, we are also developing tailored handbooks for corporate, retail, and warehouse settings to create a more consistent yet customized experience.



78

Enterprise Engagement Score

Our 2025 score reflects responses from 72% of our enterprise employees. Our score is in line with our 2024 score and above peer benchmark scores of 74.* This year's survey highlighted inclusion and manager appreciation as key strengths, with employees feeling a strong sense of belonging and comfort being themselves at work. Opportunities noted were around competitive compensation, transparency in decision-making, and effective communication from leadership.

Benefits for All

We expanded access to wellness benefits – especially for hourly distribution center and retail employees – by introducing new copay-only medical plans with no deductibles, lower-cost options for preventive and routine care, and no-cost digital physical therapy. We also expanded EAP coverage from three to five sessions, available to employees in 2026. To help employees choose the health options that best fit their needs, we launched an AI-powered decision-support Q&A tool that provides clearer insight into costs and personalized plan choices. In addition, we partnered with a new broker in 2025 to build a global wellness strategy and began collaborating with regional HR teams on a 2026 rollout.

993 employees accessed the decision support tool.

Personalized Growth

Our focus remains on building customized development opportunities and succession planning. Building on the Leadership Blueprint completed in 2024 for directors and above, in 2025, we completed the Blueprint for all remaining roles – including individual contributors, frontline leaders, managers of managers, and executives – marking a shift to role-based development. We've also created associated online learning libraries within our global learning management system to accompany each role's development pathways. We know development looks different for everyone, so we've targeted our pathways around:

- **On Demand Learning for All:** technical, functional, timely training open to all.
- **Business Specific Signature Offerings:** tailored to retail, distribution center, and corporate leadership needs.
 - As an example, Crocs and HEYDUDE retail teams can now become certified on **CHARM and VIBES 101**, our internal customer service models.
- **Pipeline Programs:** a six-month Executive Leadership Blueprint Accelerator (ELBA) program for directors and above, designed to break down silos across regions, functions, and channels through a cohort experience, and build a strong bench of new leaders who embody the success drivers of the Blueprint.



Since January 2025, 52 employees have participated in two ELBA cohorts, with the current cohort set to conclude in March 2026. We look forward to offering additional pipeline programs in 2026.

Shared Safety Models

We introduced a new shared safety management and operating model across our U.S. distribution centers to support standardized data collection, audit processes, and reporting. Building on the proven structure and best practices of the Las Vegas Behavior-Based Safety (BBS) program, we expanded BBS implementation to the Ohio distribution center. To support this change, safety leadership in Ohio developed training sessions grounded in the domains of the enterprise Blueprint. In the Netherlands distribution center, we expanded and enhanced emergency response processes, aligned response officer responsibilities to specific building zones, and began utilizing a mobile application to locate employees during emergency drills.



113

emergency response employees

Emergency response training continued to expand across our distribution centers as sites adopted and built upon leading practices first developed at the NLDC. In 2025, OHDC and LVDC trained 27 and 20 first responders respectively, strengthening site-level preparedness through a consistent safety model.

LEARN MORE

Retail & DC safety: 2024 Comfort Report pg. 13-14

Workforce demographics: People metrics pg. 24-25; 2024 Comfort Report pg. 19

Leadership Blueprint: 2024 Comfort Report pg. 17

*Industry peers' refers to those that are identified within Glint's database.
 **This figure is inclusive of retail, distribution center, and corporate job classifications, but excludes employee transitions to/from full-time equivalent (FTE).
 ***This metric represents a combined TRIR for our Ohio DC (of 1.6), our Nevada DC (of 0.98), and our Netherlands DC (of 2.6).
²U.S. Bureau of Labor Statistics. (2026, January 22). Injuries, Illnesses, and Fatalities. <https://www.bls.gov/web/osh/table-1-industry-rates-national.htm>

Creating Catalysts for Change

Through our STEP UP TO GREATNESS program, we partner with nonprofits, consumers, and employees to help unlock opportunity for young people. Together, we deliver shoes, funds, resources, and moments of connection.

\$5.2M

total financial and in-kind donations

including ~\$1.7M in funds and ~\$3.4M worth of shoes and other non-shoe donations.

105,561

pairs of shoes donated across both Crocs and HEYDUDE

~\$683K
total consumer donations*

Through contributions both in-store and online, our fans raised ~\$673k for our flagship partner Big Brothers Big Sisters (BBBS) to support programming that helps young people develop their full potential. Through direct engagement with BBBS mentors and mentees, our retail teams become informed and passionate ambassadors at check-out - helping consumers understand the mission and inspire participation.

Goals in Action

Supporting Mentorship at Scale

In 2025, we strengthened our engagement with Big Brothers Big Sisters (BBBS) - our strategic nonprofit partners in the U.S. and Canada - through purposeful engagements and targeted donations. Specifically, we:

- Hosted 89 store, office, and distribution center visits, bringing together our Crocs and HEYDUDE employees with local BBBS mentors and mentees to facilitate tours, host engagement and personalization activities, and show young people what it means to have a career at Crocs, Inc.;
- Matched consumer donations made at Crocs and HEYDUDE stores across the U.S. and Canada to kick off Giving Tuesday and the holiday season;
- Invested in the BBBS National Youth Council as the first corporate supporter. The Council is a platform in which former BBBS participants (mentees and alumni High School Bigs) serve as ambassadors for the power of mentorship and advisors to the national organization. We also made sure the Youth Council showed up to BBBS's BIG Benefit event in comfort and style with new Crocs shoes!

Donated a total of 2,828 pairs of shoes directly to mentors and mentees.

BBBS of Miami Valley and BBBS of Southern Nevada visited the Ohio and Las Vegas distribution centers, respectively, and Crocs, Inc. donated \$10k to each agency.



*This is inclusive of consumer donations across HEYDUDE and Crocs retail stores in the U.S., Canada, and the U.K., through both the crocs.com website and in-store purchases. Two different collection methods were used to aggregate this data: (1) through scans of a SKU, and (2) through the payment process at the store and on the crocs.com e-commerce platform. In 2025, consumer donations supported Big Brothers Big Sisters (BBBS) and The King's Trust.
**UNICEF does not endorse any company, brand, product, or service.
***The BBBS Jibbitz for Good pack became available for purchase in January 2026.

Let's Talk Purpose

Let's Talk Purpose sessions provide opportunities for employees to engage in dialogue around impact and hear from our nonprofit partners firsthand. In 2025, we partnered with Girl Up for three sessions on the role of confidence in pursuing one's passions and with GLAAD to discuss how to show up as strong allies to the LGBTQ community. We also held two sessions on UNICEF's** UPSHIFT program to learn about their youth social innovation model through real-world examples, alongside a firsthand story from a former "UPSHIFTer" who is leveraging the skills they've learned from UPSHIFT programming to help the organization scale its impact.

UPSHIFT
As a global partner of UPSHIFT, our funding in 2025 helped UNICEF support 40,853 adolescents and young people graduate from the UPSHIFT curriculum, designed to build life skills as they learn to analyze and develop solutions to community problems of their concern.

Opportunity Village

Opportunity Village (OV) is the largest employer of people living with developmental and intellectual disabilities in Nevada. Through tailored disability services and vocational training, OV equips those it serves with the necessary skills to become independent and helps remove barriers that prevent individuals from finding and keeping gainful employment. Since January 2025, our Las Vegas distribution center (LVDC) has partnered with OV's Job Discovery Program (JDP), a joint partnership with the Clark County School District (CCSD), as one of several partner sites, hosting five students and providing hands-on work experience. Students took on functional roles in the warehouse returns department - handling re-boxing and re-labeling processes and operating pallet jacks to safely move pallets. By working alongside LVDC employees and other OV peers, students are also able to practice soft skills, such as professional communication, group work, and time management. LVDC's partnership marks the very first corporate training site within the JDP's 11 community training sites that students can experience.

Connecting People with Opportunity

Crocs launched Jibbitz for Good in support of Girl Up, RIVET, and BBBS, and donated \$50,000 to each organization to scale their impact with young changemakers.***

- We launched Jibbitz for Good - a series of limited-edition five-packs inspired by our nonprofit partners. To design each collection, five young people selected by our partners shared their ideas which we brought to life as Jibbitz charms, inviting our fans to express their unique style while doing good.
- In partnership with The Social Lab (TSL) Foundation, we supported the Bright Bus Initiative - an innovative mobile digital classroom designed to deliver 21st-century skills and bridge the last-mile gap in digital education for underserved communities in Mumbai, India.
- The King's Trust provides skills-based training to young people preparing for future work opportunities. In support, Crocs launched a consumer giving initiative in U.K. retail stores, raising more than \$12,800 between September and December - with Crocs matching consumer donations in December. We also donated shoes to participants in The King's Trust programmes, further supporting their comfort and confidence.



Culture-Forward Campaigns

Creating Comfort for Communities extends beyond our products - it's also about how we show up. As a global brand, our regional marketing campaigns champion inclusivity and celebrate cultural moments around the world that resonate with our diverse consumer base.

Honoring Native Origins

HEYDUDE's partnership with Teton Trade Cloth by Lenape (TTC) reflects our commitment to cultural appreciation through the responsible sourcing and celebration of authentic Native designs, prints, and artists. Our collaboration elevates Native voices and helps ensure that Native communities retain ownership over how their cultures are represented in the marketplace. In addition to providing TTC designers with royalties on pairs sold, HEYDUDE contributed \$15,000 to support TTC's participation in New York Fashion Week, expanding visibility for Native artists and celebrating their work on the runway. Our first few styles arrived in the market in 2025, with the wider launch of HEYDUDE x Teton Trade Cloth by Lenape patterns in early 2026.

“What I’ve appreciated most about this partnership is the respect, honesty, and transparency from day one.”

Leslie Jerden
Teton Trade Cloth
by Lenape CEO



LEARN MORE Teton Trade Cloth: 2024 Comfort Report pg. 43



GLOBAL

“Your Crocs. Your Splash” – the first international campaign spanning India, China, Japan, Korea, Thailand, Indonesia, and the Philippines – highlights Crocs as the ideal footwear option during the wet monsoon season.

CHINA

“Your Crocs, Your New Step, Your Chinese New Year” welcomed the New Year through a Jibbitz charms collection designed to celebrate the Guizhou region’s diverse cultural heritage.

GERMANY

Crocs released a five-pack of Jibbitz charms featuring popular festival imagery to celebrate German Carnival season alongside fans.



EUROPE

“Match Day, My Way” tapped into the Women’s Euros football fandom, highlighting how women across France, Germany, and the U.K. express their love for the game with fashion, humor, and community.

INDIA

“Share the Joy” returned for its fourth consecutive year, inspiring communities across the Middle East and Southeast Asia to embrace individuality during the holiday and festive season.



GLOBAL

Our limited-edition Jibbitz for Good release connected Purpose to product in 2025. Jibbitz for Good served as a visual representation of our support for organizations like RIVET and Girl Up, giving fans a way to engage with the causes behind the product. RIVET provides startup grants to young changemakers, while Girl Up equips young people with the training, tools, and community to drive social change.



Compliance and Continuous Improvement

From how we manage data to how we engage employees and collaborate with suppliers, we are more deeply embedding Purpose into day-to-day operations and across our supply chain.

Operationalizing Purpose

We continue to integrate our Purpose strategy across the enterprise, strengthening how we oversee and manage sustainability information. Through our monthly enterprise newsletters, a dedicated Purpose Spotlight section highlights ways our global employees can learn about and engage in impact work across our focus areas. In 2025, we also onboarded two new data platforms to enhance our sustainability data management systems for ESG and climate reporting. This strategic investment created centralized repositories for all Crocs, Inc. sustainability and climate data, with standardized approval processes and audit trails within the systems. These enhancements improve the integrity and quality of our data, enabling more confident reporting and better-informed decision making across the enterprise.

Additionally, the Crocs, Inc. Sustainability Team has evolved into the Sustainability & Compliance Team to encompass the management of social and chemical compliance, allowing for deeper oversight of Supply Chain Sustainability (SCS) within core enterprise functions. In line with this transformation, SCS working groups have been re-established to align with the new organizational structure, fostering greater collaboration between teams and improving our ability to prevent, identify, and address risks in real time.



ESG Raters and Rankers

Strengthening visibility, oversight, and improvement of supplier practices can enhance our status among ESG raters and rankers, which assess and benchmark environmental, social, and governance performance.

B CDP Score

We submitted our third consecutive full-length Climate CDP questionnaire for 2025 and maintained our score from last year, indicating stable performance in climate management and disclosure.

AA MSCI

Our MSCI ESG rating remained consistent with previous years.

15.1 Sustainalytics

Our Sustainalytics ESG Risk Rating reflects our effective management of financially material ESG risks.



Factory Compliance



At the factory level, we continue to engage our suppliers through audits and assessments that help uphold our standards and identify opportunities for improvement. These activities provide both Crocs, Inc. and our suppliers with data-driven operational insights and encourage a continuous improvement mindset that leads to measurably improved performance. The resulting information also creates an opportunity for deeper partnership with our suppliers, enabling us to more effectively collaborate to influence social and environmental outcomes and build resilience into our supply chain. As we move from a focus on completion rates toward performance management and continuous improvement, we plan to maintain our previous goal of 100% social audit completion.

538

Total Audits Conducted across Tier 1 factories and Tier 2 suppliers

This represents a 10% increase from 2024, demonstrating our ongoing commitment to engaging our factories and suppliers to foster knowledge-sharing and support improvement. We're also proud to share that consistent with last year, there were no issues of priority non-conformance, and no supplier contracts were discontinued in 2025 due to non-conformance related issues.

71%

of Tier 1 factories and Tier 2 suppliers had audits conducted by an independent third-party auditor

This 8% increase from 2024 reflects stronger assurance through independent verification.

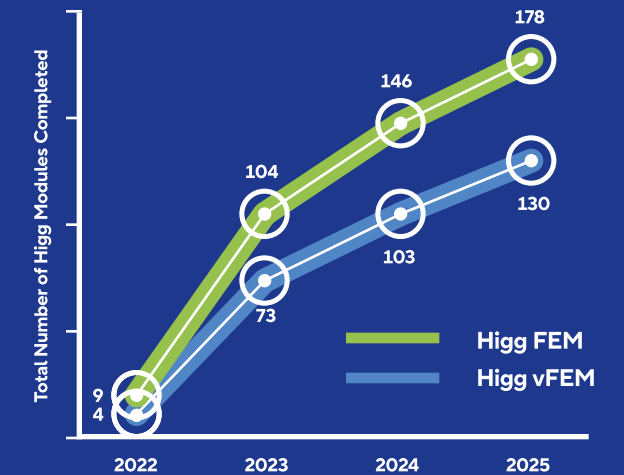


Environmental Sustainability Performance Scorecard



We developed and introduced an environmental scoring system in 2025, giving Tier 1 footwear factories greater visibility into their environmental performance. The resulting scorecards, distributed on a quarterly basis, surface actionable insights that help guide their individual improvement strategies. The scorecards include both quantitative metrics, such as the Higg Facility Environmental Module (both the self-assessment (Higg FEM) and the verified assessment (vFEM))* performance, and qualitative metrics, such as completion of surveys (ESG, Wastewater, Zero Discharge Hazardous Chemicals) and adoption of renewable energy. This initiative targeted our key suppliers who account for over 90% of our volume, and within that, we saw 92% of these suppliers complete Higg FEM, and 84% complete vFEM in 2025. These represent a 6% and 9% increase in adoption of Higg FEM and vFEM from 2024, respectively, highlighting the significant influence of the environmental scorecard and direct factory engagement in driving greater completion of self-assessments among Tier 1 footwear factories in scope of this initiative.

Supplier Engagement in Higg FEM & vFEM Assessments**



Over the past four years, we have seen the completion rate of Higg Modules for both FEM and vFEM drastically increase. Our increased engagement with suppliers alongside our investment in tools and resources has facilitated this adoption of Higg Index assessments, providing suppliers with increased awareness of their natural resource use and giving us insights into their management practices.

LEARN MORE

- Oversight structures and risk management frameworks: TCFD index, pg. 54-64; CDP report; 2024 Comfort Report pg. 51-52
- Supply chain due diligence: 2024 Comfort Report pg. 45-46, 50
- Sustainability reporting structures and our "Governance and Corporate Responsibility (GCR)" Board Committee: Proxy Statement 14A

*We continue to use the Higg Index, developed by Cascale in collaboration with Worldly, to track our suppliers' progress across environmental management systems, energy, water, wastewater, chemicals, air emissions, and waste. The Higg Facility Environmental Module (FEM) is a self-assessment completed by suppliers. vFEM represents the verification of the FEM self-assessment, conducted by a Cascale-approved verifying body to ensure accuracy and completeness.
 **This is inclusive of all FEM and vFEM submissions received across a certain subset of the 363 total Tier 1 factories and Tier 2 suppliers across Crocs, Inc., regardless of whether suppliers are in scope of Higg Index requirements.

Making Mindful Material Choices

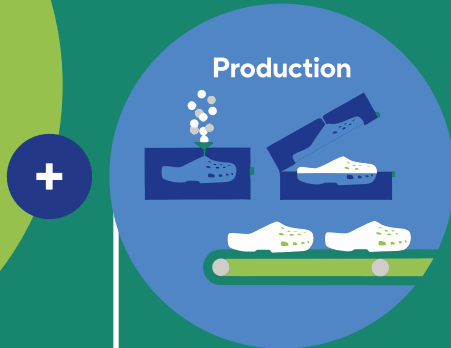
When selecting materials for our products, we consider more than style and comfort. Our material choices also support our ability to contribute to a circular economy and realize emissions reductions. That's why we work closely with our supply chain partners to source, produce, and distribute our shoes in ways that reduce environmental impacts, while tracking real-world outcomes through product carbon footprinting.

Footprints You Can Measure

Carbon footprint assessments help us evaluate the impact of our products at every stage of their lifespan. In 2024, we increased the detail and improved quality of our data, relying on more primary sources than ever before, and supplementing with estimations when necessary. We've also developed a custom, in-house tool to conduct our assessments, which we certify with an independent third-party. Keeping with best practice, we update our product carbon footprints every two to three years.

Resource Extraction & Raw Material Sourcing

- Extraction and creation of raw materials – including integrating post-industrial content from our own production for the Classic Clog
- Transportation of materials from their initial stage of production to the facilities that formulate and craft our shoes



- Transformation of raw materials to their finished product, including through injection molding, sewing, gluing, assembly, and more
- Use, disposal, and treatment of natural resources such as heat, electricity, and waste
- Packaging used to protect the final product as it makes its way through the next stages



- Transportation of our products to the distribution center, then into storage until they're ready to make their way toward their final destination
- From distribution to our retail locations, direct to consumer through e-commerce channels, or to wholesale partners



- The care of the product over a lifetime of wear, including any washing that occurs to maintain the product
- We provide cleaning instructions for products from both our Crocs and HEYDUDE brands to help them stay in your footwear rotation for as long as possible!



- Transportation of the product and its packaging to a waste treatment center, including the processing of the product in its final stage of life, through pathways such as municipal waste or incineration
- Crocs brand shoes are also recycled at their end-of-life through our takeback program

Product Carbon Footprints for Our Most Popular Styles***

Classic Clog:
1.92 kg CO₂e per pair

Goals in Action

Wally:
4.29 kg CO₂e per pair

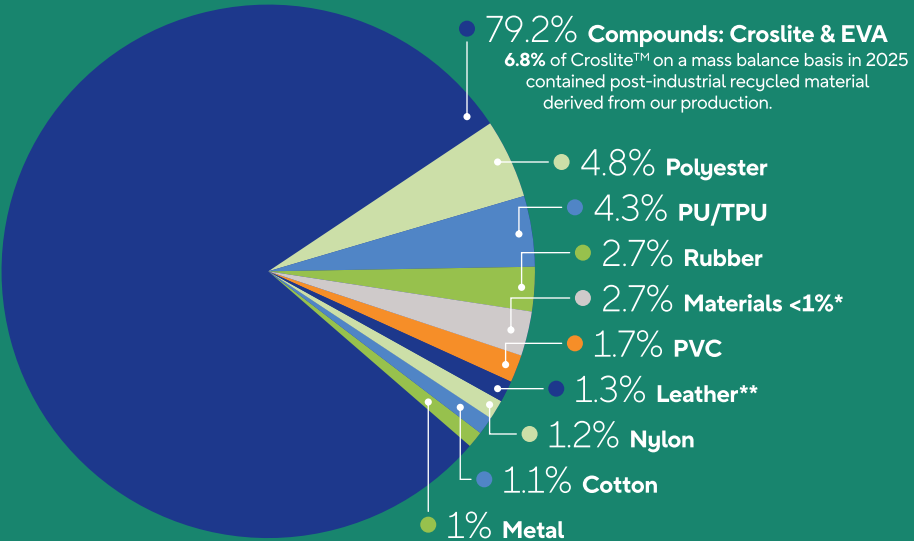
Wendy:
4.60 kg CO₂e per pair

By evaluating the impact of our icons - the Classic Clog, Wally, and Wendy - we're keeping tabs on the stages in the life cycle of our products that present the biggest emission reduction opportunities. Using our most recent 2024 carbon footprints, we're still consciously seeking out ways to improve our primary data and enhance our understanding of how our material choices impact the footprint of our top styles.

LEARN MORE
Chemical management strategy: SASB codes CG-AA-250a.1 and CG-AA-250a.2; 2024 Comfort Report pg. 25
Product Carbon Footprints: available on the Responsibility page on our website

Enterprise Raw Materials

In October 2025, we held an enterprise partner summit in Singapore with Crocs and HEYDUDE vendors – sharing technology, best practices, and Crocs, Inc.'s focus in the coming seasons. It provided an opportunity to nurture partner relationships and explore potential collaboration opportunities.



70,366 metric tons total raw materials purchased or produced to make our finished goods



Crocs
61,384 metric tons



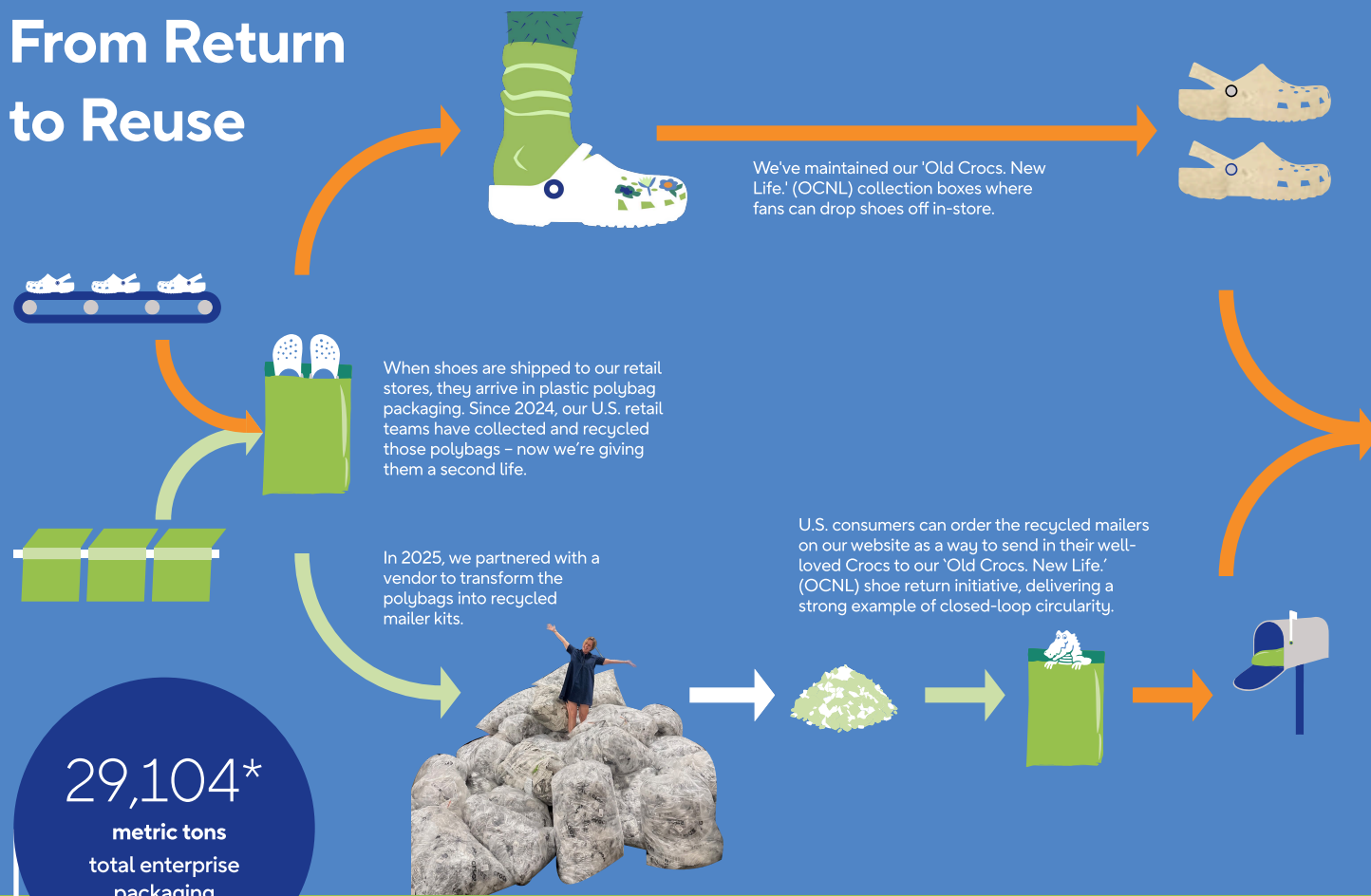
HEYDUDE
8,982 metric tons

*This includes materials that individually accounted for <1% of total materials purchased in 2025. See a full breakdown of materials purchased on pg. 26-27.
**Natural leather was only purchased by the HEYDUDE brand in 2025.
***A third-party Product Carbon Footprint (PCF) was conducted for the Classic Clog, Wally, and Wendy by an environmental consultancy with primary data from fiscal year 2024, including 25% bio-circular content in our Croslite™ compounds on a mass balance basis. Bio-circular Croslite™ material has a lower carbon footprint than standard fossil fuel-based Croslite™ material, as demonstrated by our lower carbon footprint than standard fossil fuel-based Croslite™ material, shown in our SGS-certified product carbon footprint.

Out With the Old, In With the New

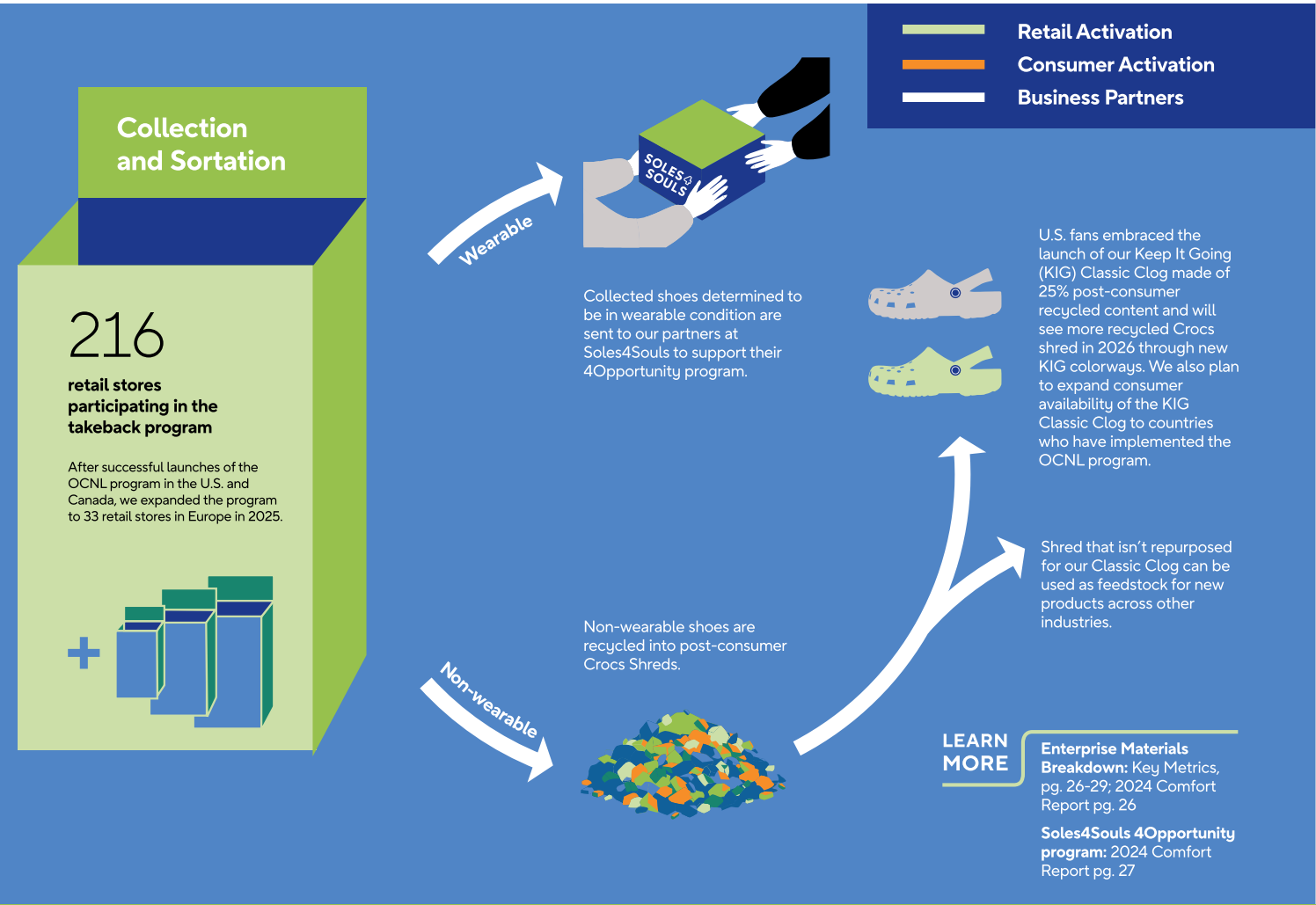
Our circularity strategy is activated through end-of-life pathways that integrate consumer takeback programs with cross-industry partnerships to expand reuse and recycling at scale.

From Return to Reuse



Collaborating for Systemic Change

Creating meaningful circular solutions beyond our own walls requires collaboration. Through our continued partnership with The Footwear Collective (TFC), we are playing a leading role in the Footwear Futures Project (FFP) alongside ten other member companies that are working together to evaluate and scale recycling infrastructure for post-consumer footwear. In 2025, the FFP launched a takeback initiative with Goodwill Southern California (SoCal) to collect post-consumer footwear of any brand and any condition - including Crocs and HEYDUDE - across 50 stores. Pairs suitable for resale enter Goodwill SoCal's resale channels, while shoes not sold are directed for sortation and recycling. As extended producer responsibility legislation (EPR) evolves, this project can help build knowledge and navigate the infrastructure needed to meet new end-of-life expectations.



Packaging

In 2025, we continued to pursue opportunities to increase the amount of recycled content in our packaging across formats. The insights gained from the carbon footprints we completed in 2024 for our top styles continue to serve as critical inputs that shape our packaging strategy.

100% of our Crocs brand factories are now using 100% PCR polybags – the largest portion of our consumer-facing packaging.

0.03 kg CO₂e per one post-industrial recycled (PIR) content low-density polyethylene (LDPE) polybag



0.23 kg CO₂e per one typical HEYDUDE cardboard shoebox

100% of the paper packaging used for HEYDUDE products in 2025 contained recycled paper.**

DID YOU KNOW?

Crocs' fillable Jibbitz charm boxes mark the first commercial project to replace petroleum-based carbon black ink with an algae-biomass-derived pigment in full-color printing. The algae-derived ink is also being used on HEYDUDE paper bags. Sourced from byproducts of the nutritional supplements industry, Algae Black™ offers a net-positive carbon impact, meaning its manufacturing process removes more carbon than it emits. In fact, each kilogram produced keeps around three kilograms of petroleum from being used.³



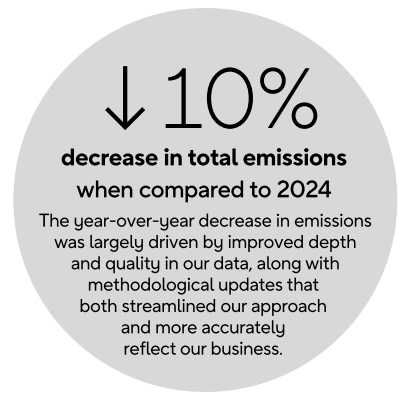
*This includes both consumer-facing packaging as well as packaging sourced for packing and re-packing at distribution centers or retail locations.

**~99% of HEYDUDE's paper packaging was made of 100% recycled paper, and the remaining 1% was made of at least 70% recycled paper, as self-reported by Tier 1 factories.

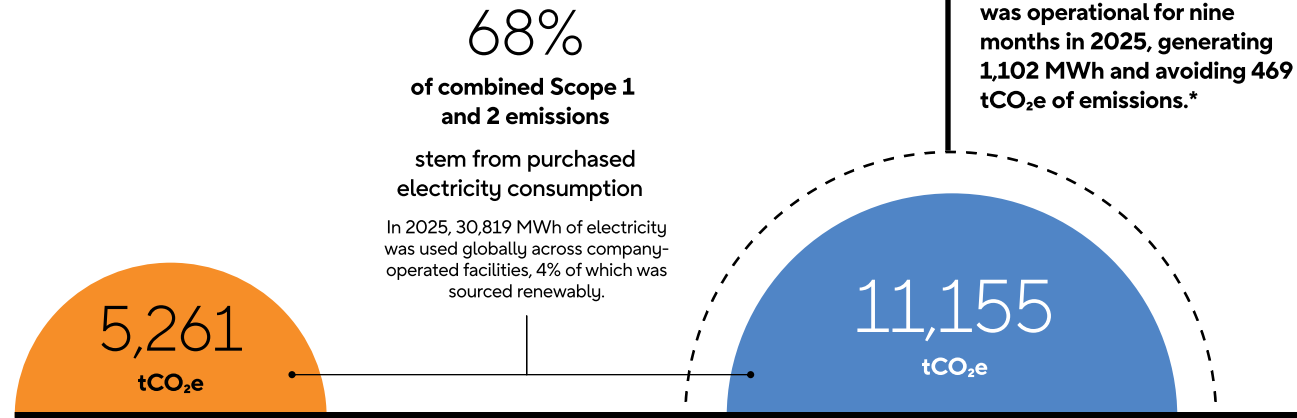
³Living Ink (n.d.). Frequently Asked Questions. <https://www.livingink.co/faq#:~:text=How%20does%20Algae%20Black%E2%84%A2,particles%20for%20over%20100%20years>

Breaking Down Our Footprint

Our annual greenhouse gas inventory, verified across all scopes and categories this year, along with our approved targets from the Science Based Targets Initiative (SBTi), guide our decarbonization efforts and support our journey toward net zero. We focus on accelerating reductions within Scope 1 and 2 emissions—where we have the most direct control—while actively engaging across our value chain to address Scope 3. This includes prioritizing lower-impact purchased goods and services, optimizing our supply chain, and improving transportation efficiency to drive meaningful, system-wide progress toward net zero.



LEARN MORE
GHG Emissions Breakdown and Methodology: Key Metrics, pg. 30-31
GHG Inventory Assurance Statement: available on the Responsibility page on our website



Scope 1 emissions

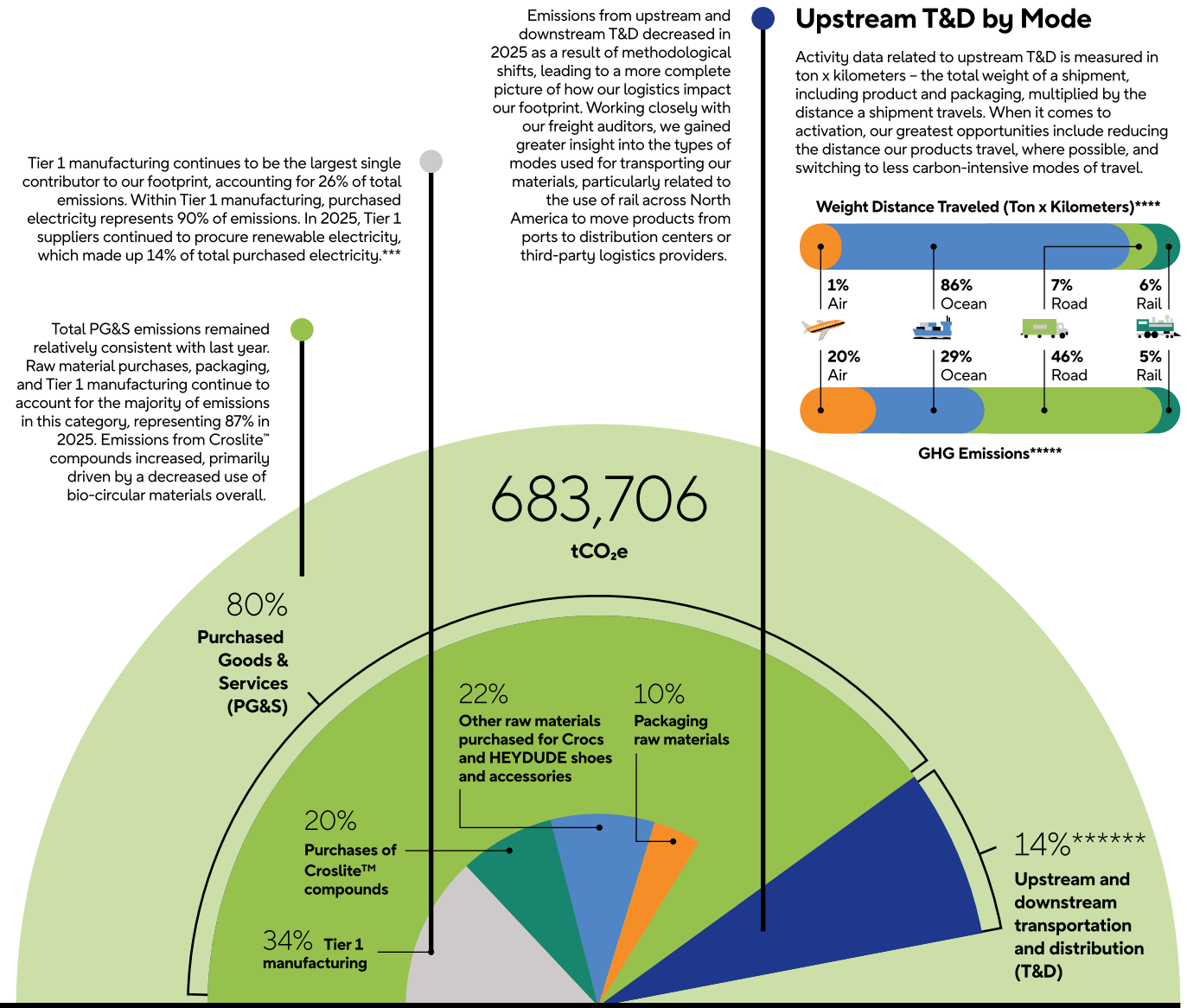
Direct emissions from energy use at facilities operated by Crocs and HEYDUDE brands.

Scope 2** emissions

Indirect emissions from utility purchased electricity and heating at facilities operated by Crocs and HEYDUDE brands.

Overall, our combined Scope 1 and 2 emissions decreased by 8% when compared to 2024. While we saw an increase in Scope 1 emissions this year, our Scope 2 emissions decreased, driven by lower electricity use. The rise in Scope 1 emissions was primarily due to increased fuel purchases and higher natural gas usage at our facilities. In 2026, we plan to conduct a utility audit to better understand and prioritize opportunities related to energy consumption.

We're excited to report that our on-site solar array at the Las Vegas distribution center was operational for nine months in 2025, generating 1,102 MWh and avoiding 469 tCO₂e of emissions.*



Scope 3 emissions

Indirect emissions from our peripheral activities and value chain related to both Crocs and HEYDUDE brands.

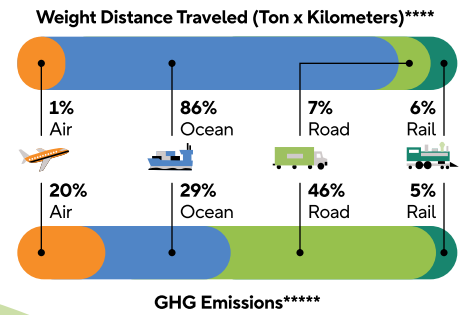
Our Scope 3 emissions account for 98% of our carbon footprint, which is why we've concentrated our efforts on increasing the use of bio-circular material in Croslite™ for the Classic Clog, identifying and acting on opportunities to optimize our logistics, and partnering with suppliers to better understand their management of natural resource use.

For greater monitoring and visibility into efficiency opportunities, we now have supply chain analytics dashboards with enterprise metrics on quality, productivity, cost, distribution, and logistics – insight that will enable us to continue acting on the most efficient and sustainable supply chain strategy.

Emissions from upstream and downstream T&D decreased in 2025 as a result of methodological shifts, leading to a more complete picture of how our logistics impact our footprint. Working closely with our freight auditors, we gained greater insight into the types of modes used for transporting our materials, particularly related to the use of rail across North America to move products from ports to distribution centers or third-party logistics providers.

Upstream T&D by Mode

Activity data related to upstream T&D is measured in ton x kilometers – the total weight of a shipment, including product and packaging, multiplied by the distance a shipment travels. When it comes to activation, our greatest opportunities include reducing the distance our products travel, where possible, and switching to less carbon-intensive modes of travel.



Moving Smarter

Optimizing our logistics network to best serve our business and consumers can also have a meaningful impact on our emissions profile. We know that by moving our product more efficiently, we reduce the fuel consumption of our logistics partners, leading to less pollution and greater protection of ecosystems along our transportation routes. In 2025, we continued to optimize how products move through our supply chain by localizing and consolidating our supplier base – reducing distance, touchpoints, and complexity, while keeping efficiency at the forefront. We also further integrated our Crocs and HEYDUDE sourcing and distribution teams, leveraging knowledge and best practices from both brands to create a unified enterprise strategy.



In September 2025, we opened a Toronto-based third-party distribution and logistics operation, significantly shortening fulfillment distances for Canadian customers who were previously served from Nevada, Ohio, or Georgia.

For global shipments, we started to experiment with combining both brands' products near manufacturing facilities, which has the potential to reduce the number of international ocean containers shipped to Europe, the U.S., and Asia.

Domestically, a new transload operation consolidates ocean containers of product into rail containers for shipment to our Ohio distribution center, cutting down on both the number of trucks on the road and overall containers. The majority of our volume moving forward will go through the transload process.

In all markets, we continuously search for opportunities to flow our product more directly to customers, which reduces transportation to and from distribution centers.

*The 469 tCO₂e avoided emissions figure was determined by calculating the emissions associated with 1,102 MWh of electricity using the appropriate eGRID combustion emission factor and IEA Life Cycle and Upstream factor.

**Unless otherwise specified, Scope 2 reported emissions throughout the document correspond to the market-based approach, as defined by the GHG Protocol. By comparison, Scope 3 emissions are reported on a location-based approach.

***Data for Tier 1 manufacturing electricity was self-reported by suppliers and factories and has not been third-party verified.

**** This reflects weight distance traveled for our four main freight auditors, which represent 81% of Scope 3, Category 4: Upstream Transportation and Distribution Emissions.

***** In 2025, we received a small portion of data for upstream transportation and distribution emissions in a mix of formats including via spend-based sources and through supplier-specific data that was disaggregated by mode. Additionally, emissions from third-party logistics providers (3PLs) were reclassified to Category 4 to more closely align with guidance under the GHG Protocol. As a result, this breakdown does not total to 100% with 5% not attributable to a specific mode, and 4% associated with 3PL emissions.

*****This figure represents both upstream and downstream transportation and distribution emissions, which each represent 11% and 3% of Scope 3 emissions, respectively.

Key Metrics



We seek to offer year-over-year comparability on key data sets with information about our workforce, raw material quantities purchased or produced, greenhouse gas (GHG) emissions, waste generated and diverted, and wastewater discharged by Tier 1 factories and Tier 2 suppliers.



People

(as of December 31, 2025)

	2024	2025
Total Global Employees*	7,914*	8,011**

By Region

	2024	2025
Americas (2024) / North America (2025)***	6,178	5,906
U.S. Only****	5,928	5,684
Asia Pacific*****	882	1,042
EMEALA (2024) / Rest of World (ROW) (2025)*****	854	1,063

By Job Classification

	2024	2025
Retail Locations	4,565	4,942
Distribution Centers	1,049	839
Corporate/Regional Offices	2,300	2,230

Methodology & Commentary

Our diverse workforce is a source of collective strength for our business, and we remain focused on building an inclusive workplace culture at large. Representation amongst our employees held relatively flat year-over-year, with 64% of global employees identifying as women and 55% of U.S. employees identifying as people of color in 2025. In addition, of the nine members of our Board of Directors, two identify as women (~22%) and two identify as people of color (~22%).

By Management Level

		2024	2025
Global	People Managers*****	1,204	1,258
	Non-People Managers	6,710	6,753
U.S. Only	People Managers*****	762	770
	Non-People Managers	5,166	4,914

By Demographics

		2024	2025
Global	Employees that identify as women	5,086	5,184
	People managers that identify as women	650	679
U.S. Only	Employees that identify as people of color*****	3,272	3,126
	People managers that identify as people of color*****	222	217

*Our 2024 10-K submission within Item 1. Business Disclosure rounds the number of employees to 7,910, which is consistent with these reported, unrounded figures.

**Our 2025 10-K submission within Item 1. Business Disclosure rounds the number of employees to 8,010, which is consistent with these reported, unrounded figures.

***As of 2025, this includes employees based in Canada and the U.S.

****The average hourly wage for all hourly U.S. employees in 2025 was \$18.66.

*****As of 2025, the Asia Pacific region includes employees based in Australia, China, Hong Kong, Japan, Korea, Singapore, India, and Vietnam.

*****In 2025 we updated the nomenclature for the EMEALA region to ROW, Rest of World, which includes employees based in Argentina, Australia, Austria, Brazil, Finland, France, Germany, Ireland, Italy, the Netherlands, Russia, Sweden, and the United Kingdom.

*****People managers are defined as those who manage at least one direct report. This is a broader group than what the company considers as its leadership team, which refers to Directors and above. We hope to expand our reporting to reflect demographic data for this leadership group, in addition to the people manager group, in years to come.

*****People of color includes those employees who voluntarily self-identified as one of more of the following races or ethnicities: American Indian/Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Island. All demographic data excludes individuals who chose not to disclose gender or race.

Product Materials



Material Type	Amount Purchased (metric tons)	% of Total Purchased	Associated Certification	Amount Certified (metric tons)
Compounds: Croslite™ & Ethylene Vinyl Acetate (EVA) (including bio-circular content)*	55,757.5	79.24%	ISCC PLUS Certification for bio-circular material in Croslite™ compounds via mass balance approach	5,718.64
Polyester (textile and non-textile)	3,340.07	4.75%	-	-
Polyurethane (PU) and Thermoplastic Polyurethane (TPU)	3,050.32	4.33%	-	-
Rubber and Thermoplastic Rubber (TPR)	1,906.59	2.71%	-	-
Polyvinyl Chloride (PVC)	1,226.35	1.74%	-	-
Leather (Natural and Synthetic)**	909.03	1.29%	-	-
Nylon	807.71	1.15%	-	-
Cotton	798.81	1.14%	-	-
Metal (including Zinc Alloy, Copper, Steel, and Aluminum Alloy)	717.63	1.02%	-	-
Insole	498.75	0.71%	-	-

Methodology & Commentary

Materials data was compiled by aggregating information provided by suppliers and broker partners with extrapolated data when primary data sources were unavailable. For the Crocs brand, materials used to produce footwear and Jibbitz™ are included, while sock materials are currently excluded due to data limitations. For the HEYDUDE brand, only raw materials used for finished footwear were included.

The Crocs brand remains a vegan brand in 2025. 10.18% of raw materials sourced to make HEYDUDE shoes in 2025 were animal-derived, which accounts for ~1% of Crocs, Inc.'s total raw materials.

The bio-circular material for the Croslite™ compound is certified as ISCC PLUS under The International Sustainability & Carbon Certification (ISCC).

The enterprise has conducted a material risk assessment, and identified some potential opportunities, but as EVA-derived Croslite™ continues to be the highest volume material by far, we have decided to focus our efforts and resources on it for now.

Please note that raw materials that account for less than 0.01% are not included in the above list.

Material Type	Amount Purchased (metric tons)	% of Total Purchased	Associated Certification	Amount Certified (metric tons)
Rayon	337.38	0.48%	-	-
Plasticizer	211.43	0.30%	-	-
Polypropylene (PP)	201.94	0.29%	-	-
Foam	156.58	0.22%	-	-
Polyethylene (PE) and Polyethylene Terephthalate (PET)	88.53	0.13%	-	-
Acrylonitrile Butadiene Styrene (ABS)	83.21	0.12%	-	-
Textile (Undefined Composition)	70.55	0.10%	-	-
Spandex	53.95	0.08%	-	-
Black and Colour Masterbatch	27.91	0.04%	-	-
PVC Color Paste	21.86	0.03%	-	-
LED	17.27	0.02%	-	-
Cast Polyurethane (CMPU)	14.04	0.02%	-	-
Stabilizer	11.51	0.02%	-	-
Tetoron	11.32	0.02%	-	-
Vinyl Acetate	11.02	0.02%	-	-
Printing Ink	9.72	0.01%	-	-
Cork	6.57	0.01%	-	-
Wool***	6.39	0.01%	-	-

*This includes Croslite™ produced and EVA purchased by both the Crocs and the HEYDUDE brands.

**In 2025, the Crocs brand purchased 0.67 metric tons of synthetic leather and the HEYDUDE brand purchased 907.91 metric tons of natural leather and 0.45 metric tons of synthetic leather.

***This material was only purchased by the HEYDUDE brand.

Packaging Materials



Material Type	Amount Purchased (metric tons)	% of Total Purchased	Amount Recycled (metric tons)	Amount Certified (metric tons)	Associated Certification
Paper (includes Paper, Corrugated Paper, Cardboard and FSC mix Paper)	26,079.94	89.61%	21,561.79	1,032.06	FSC Mix Paper***
Polyethylene (PE) and Low Density Polyethylene (LDPE)*	1,871.24	6.43%	1,329.18	-	-
Oriented Polypropylene (OPP) and Polypropylene (PP)*	835.57	2.87%	213.29	-	-
Nylon*	161.02	0.55%	-	-	-
Dessicant	83.10	0.29%	-	-	-
Polylactic Acid (PLA), Polybutylene Adipate Terephthalate (PBAT), and Cornstarch**	47.55	0.16%	-	-	-
Polyethylene Terephthalate (PET/PEPT)*	17.41	0.06%	3.58	-	-
Thermoplastic Polyurethane (TPU)*	8.59	0.03%	-	-	-

Methodology & Commentary

This breakdown includes consumer-facing packaging as well as secondary and tertiary packaging purchased by our Tier 1 factories for use on finished goods.

Polybags made of Polyethylene (PE) make up the majority of consumer-facing packaging for the Crocs brand. In 2025, we transitioned 100% of our factories producing Crocs brand products from using ziplock polyethylene (PE) polybags to polybags made with 100% post-industrial recycled content (PCR). In instances when polybags are used for HEYDUDE, the brand relies on polybags made of polylactic acid (PLA) derived from cornstarch.

The majority of HEYDUDE's consumer-facing packaging includes recycled cardboard and paper inserts within shoeboxes. In 2025, 100% of the paper packaging used for HEYDUDE products were self-reported by Tier 1 factories to be made of recycled paper. Across both brands, we continue to incrementally increase our use of Forest Stewardship Council (FSC) certified paper.

The increase in reported packaging material volumes between 2024 and 2025 is largely attributable to enhancements in data collection processes, which improved visibility into material types and quantities, especially for the Crocs brand. As a result, the year-over-year increase reflects expanded data coverage rather than a true increase in the amount of packaging purchased.

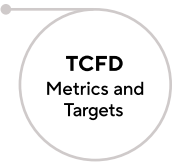
Please note that packaging materials that account for less than 0.01% are not included in the above list.

*Polyethylene (PE), Low Density Polyethylene (LDPE), Oriented Polypropylene (OPP), Polypropylene (PP), Nylon, Polyethylene Terephthalate (PET/PEPT) and Thermoplastic polyurethane (TPU) were purchased for Crocs brand packaging only.

**Polylactic Acid (PLA), Polybutylene Adipate Terephthalate (PBAT) and Cornstarch were purchased for HEYDUDE brand packaging only.

***FSC Mix Paper is certified by the Forest Stewardship Council (FSC) as a mixture of materials from FSC-certified forests, recycled materials, and/or FSC-controlled wood.

Greenhouse Gas (GHG) Emissions



Scope*		2022 (tCO ₂ e)	2023 (tCO ₂ e)	2024 (tCO ₂ e)	2025 (tCO ₂ e)
TOTAL		803,885	678,214	771,067	700,121
Scope 1		4,252	3,946	4,098	5,261
Scope 2 (market-based)		11,134	16,063	13,651	11,155
Scope 2 (location-based)		-	15,538	13,214	10,699
Scope 3		783,480	656,906	753,318	683,706
Category 1	Purchased Goods & Services	532,816	465,006	562,979	541,388
Category 2	Capital Goods	2,763	2,631	1,350	3,371
Category 3	Fuel & Energy Activities	1,765	5,322	5,203	3,054
Category 4	Upstream Transportation & Distribution	161,780	111,720	103,326	72,386
Category 5	Waste Generated in Operations	2,945	1,375	2,997	2,729
Category 6	Business Travel	5,605	9,027	10,045	6,846
Category 7	Employee Commuting	5,850	5,719	6,162	10,702
Category 8	Upstream Leased Assets	835	1,292	564	-
Category 9	Downstream Transportation & Distribution	36,502	9,399	20,443	22,173
Category 11	Use of Sold Products	1,350	1,344	1,339	3,276
Category 12	End-of-Life	31,253	44,048	38,849	17,782
Category 14	Franchises	26	24	-	-

2025 Total Emissions Breakdown

Crocs (tCO ₂ e)	HEYDUDE (tCO ₂ e)	Enterprise Emissions (tCO ₂ e)
544,952	138,409	16,761

With the implementation of a new climate data management system this year, we updated our approach to allocating emissions across the enterprise. This resulted in emissions being attributed to both the Crocs and HEYDUDE brands, in addition to enterprise-level emissions associated with shared activities supporting both brands.

Methodology & Commentary

The Crocs, Inc. enterprise GHG Inventory follows an operational control consolidation approach for emissions accounting and estimation aligned with the GHG Protocol, the internationally recognized standard for corporate emissions accounting. In accordance with this framework, Scope 1 emissions include stationary and mobile combustion, and fugitive emissions (from refrigerant leakage). Scope 2 emissions, correspond to the market-based approach, unless otherwise specified. Scope 3 emissions are reported using a location-based approach.

Scope 3, Category 1: Purchased Goods and Services (PG&S) includes the extraction, production, and transportation of goods and services purchased or acquired by the reporting company in the reporting year. Scope 3, Category 4: Upstream Transportation & Distribution reflect activities between a company's Tier 1 factories and its own operations (in vehicles and by way of facilities not operated by the reporting company but paid for by Crocs, Inc.). Scope 3, Category 9: Downstream Transportation & Distribution captures activities between the company's operations and the end consumer (in vehicles and by way of facilities not operated by the reporting company and not paid for by Crocs, Inc.).

A combination of primary, secondary, supplier-specific, average-activity, and spend-based data was used to calculate our 2025 GHG Inventory. When primary data was unavailable, appropriate extrapolations and assumptions were made to fill data gaps.

In 2025, we implemented a new software platform to support GHG inventory management and climate reporting that enabled us to better account for the complexity of our business and value chain. With the support of this tool, we enhanced the completeness of our data, gaining deeper insights into both gaps and potential overlaps in inputs used for inventory calculations. We were also able to calculate and identify emissions at the site level this year, as opposed to in aggregate for specific categories or activities; for example, we now have visibility into the emissions associated with each of our Tier 1 factory sites. This allows for more targeted reduction strategies and closer collaboration with our partners to act on emissions reductions opportunities.

Additionally, we strengthened the repeatability of our methodology, which will lead to improved year-over-year comparability in the years to come. Through the development of a comprehensive Inventory Management Plan (IMP), we established detailed methodological documentation across scopes and categories. These improvements position us to better leverage data insights moving forward. The following summarizes key Scope 3 methodological updates implemented in 2025:

- Category 2: Capital Goods - updated methodology to use spend-based data for calculating Capital Goods and expanded the coverage of this category to capture purchases related to our facilities.
- Category 4: Upstream Transportation & Distribution - improved the completeness of activity data for this category by working more directly with our freight auditors to identify and fill gaps as well as potential overlaps in data sourced across logistics partners. We also gained more insight into the various modes used for transporting our materials via road and rail across North America. Additionally, activities associated with our third-party logistics partners were moved to Upstream Transportation & Distribution to better align with guidance outlined under the GHG Protocol.
- Category 6: Business Travel - used new emissions factors resulting in an overall decrease in emissions in this category.
- Category 7: Employee Commuting - improved our employee commuting pattern assumptions based on in-office requirements outlined in our HR policy, resulting in an increase in emissions in this category.
- Category 9: Downstream Transportation & Distribution - better aligned with guidance outlined under the GHG Protocol by estimating and including emissions associated with the storage of our products at third-party retail stores.
- Category 11: Use of Sold Products - updated our assumptions around washing patterns for Crocs brand products to align with the EU Product Environmental Footprint Category Rules. As a result, emissions in this category increased to account for one assumed washing cycle during the lifespan of Crocs brand shoes.
- Category 12: End-of-Life - updated methodology by consistently applying emissions factors that accurately reflect the disposal of our products at their end of life. The decrease in emissions for this category can be attributed to this methodological shift.

Building on our existing commitment to verification, in 2025, we engaged an independent third-party to assure our GHG Inventory across all scopes and categories. In previous years, verification covered the areas of highest impact within our GHG inventory, including Scope 1, Scope 2, both market-based and location-based emissions, as well as Scope 3, Category 1: Purchased Goods and Services and Category 4: Upstream Transportation and Distribution. This increased level of rigor supports our readiness for regulatory disclosures, including for California climate regulations, and enhances our existing voluntary reporting against SASB, TCFD, and CDP.

For more information on previous inventories, as well our third-party assurance, please refer to [our website](#).

Wastewater

SASB
SASB CG-AA-430a.1

Type of Discharge		Tier 1 Factories (m ³)	Tier 2 Suppliers (m ³)	Combined Totals (m ³)
Crocs	Industrial Wastewater Discharged (reported generation of industrial wastewater and discharge to industrial zone WWTP or municipal pipe network)	328,103	841,333	1,169,436
	Wastewater Treated On-Site (reported wastewater treated on-site and then discharged to industrial zone WWTP or municipal pipe network)	348,225	867,757	1,215,982
HEYDUDE	Industrial Wastewater Discharged (reported generation of industrial wastewater and discharge to industrial zone WWTP or municipal pipe network)	143,516	652,429	795,945
	Wastewater Treated On-Site (reported wastewater treated on-site and then discharged to industrial zone WWTP or municipal pipe network)	157,695	842,185	999,880

Methodology & Commentary

Wastewater discharge permits or contractual agreements are not applicable to all types of wastewater, such as domestic wastewater. The difference between discharge permits and contractual agreements is that discharge permits constrain the amount of wastewater and contaminants that can be discharged, while contractual agreements are closer to a charge voucher. For factories that only produce domestic wastewater*, there is no such discharge permit available. As a result, this chart tracks the industrial wastewater that is assessed for compliance with industrial wastewater discharge permits.

If the domestic wastewater is discharged into the municipal pipe network, the sewage items included in the water bill (for example, in China, domestic wastewater can be calculated as 90% of water usage) can also be regarded as equivalent to the discharge permit. It is through this lens that our team is able to track whether our suppliers are in compliance with wastewater discharge permits and/or contractual agreements.

Furthermore, if domestic wastewater is discharged to the municipal sewage pipeline system, it can also be assumed that a supplier has a permit equivalent to that amount. When a supplier provides us with an invoice or bill from their municipal wastewater treatment plant, this is also our best indication that domestic wastewater is being treated properly.

Please note that industrial wastewater and wastewater treated on-site from suppliers shared across both Crocs and HEYDUDE brands is included in brand specific totals. As a result, when calculating combined enterprise-wide wastewater discharged, wastewater from shared suppliers must be subtracted to avoid double counting. Considering this methodology, Tier 1 suppliers discharged 329,108 m³ of wastewater; Tier 2 suppliers discharged 1,419,630 m³ of wastewater. In total, Tier 1 factories and Tier 2 suppliers discharged 1,748,738 m³ of wastewater.

In 2023, the Crocs brand only collected wastewater data from our "core" Tier 2 suppliers. In 2024 and 2025 we collected wastewater surveys from all Tier 2 suppliers, leading to a significant increase in the data available.

Fluctuations in data between 2024 and 2025 are primarily attributable to supplier phase-outs, the addition of new supplier facilities that treat and discharge wastewater associated with our products, and constraints in Tier 2 supplier data availability.

Waste

(Tier 1 Factories only)

		2023 (metric tons)	2024 (metric tons)	2025 (metric tons)
Waste Generated	Hazardous Waste Generated	568	783	801
	Non-Hazardous Waste Generated	15,727	13,263	15,869
Waste Diverted from Landfill		1,661	1,066	1,547

Methodology & Commentary

This data is self-reported through biannual surveys from each individual factory we work with based on their internal monitoring waste management systems.

*Domestic wastewater could include organic particles (hairs, food, feces, vomit, and plant material), and soluble organic material (urea, drugs, and pharmaceuticals), etc. and therefore untreated wastewater could contain biological, chemical, and physical pollutants. Contaminants in industrial wastewater vary process by process, but mainly are suspended solid, organic compound, nutritional pollutants, and acid-base pollutants, etc.

ESG

Frameworks



Effectively disclosing under appropriate environmental, social, and governance (ESG) frameworks helps stakeholders understand how we are managing impact-related risks and opportunities, serves as a gut check for our Purpose strategy, and helps us prepare for anticipated regulations around mandatory climate-related and ESG disclosures.

SASB Reference Table

The International Sustainability Standards Board (ISSB) is responsible for the SASB Standards, which surface information about sustainability-related risks and opportunities that are likely to be decision-useful for investors. This table references the issues which SASB has identified as financially and/or operationally material for Apparel, Accessories, and Footwear Industry Standard - VERSION 2023-12. This is Crocs, Inc.'s fifth year reporting against the SASB framework, and its fourth year in which disclosure is

inclusive of both the Crocs and HEYDUDE brands. While we cannot yet report on all accounting and activity metrics in this framework in full accordance with SASB guidance, we continue to strengthen our disclosure where possible this year, and remain committed to continuous improvement as we move forward. Whenever possible, we have indicated where our gaps are in the "Data/Response" column for context and transparency.

Table 1
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Management of Chemicals in Products						
Management of Chemicals in Products	CG-AA-250a.1	Discussion of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	n/a	<p>Crocs, Inc. continues to be dedicated to the management of chemical safety risks in our supply chain and the reduction of chemical substances in our products. Through our mitigation strategy, we work with our suppliers to track progress and completion of corrective action plans and engage in capacity building efforts. This extends to analyzing the root causes of any chemical safety risks, engaging workers in remediation processes, reviewing prior OSHA citations, holding supplier trainings, and conducting internal and external audits.</p> <p>In 2025, Crocs, Inc. continued to use our Restricted Substance (RS) Policy to manage and maintain compliance with restricted substance regulations for products in all markets, for both brands. Restricted substances have been identified by their toxicity levels and the potential hazard they pose to both human and environmental health. The enterprise's Restricted Substances List (RSL) continues to be updated regularly in consultation with third parties to ensure it accurately reflects our voluntary requirements on top of the most stringent global legislation, making our requirements among the strictest in any given market. As updates are made, we communicate with our suppliers and partners to ensure they are aware of expectations. In 2025, we kept our Policy up to date, reflecting any new mandatory testing requirements and additions to the Restricted Substances list. As such, we remain in accordance with the U.S. Consumer Product Safety Improvement Act (CPSIA), which ensures we are both following regulatory requirements and protecting consumers from hazardous substances. Crocs, Inc. monitors evolving regulatory requirements and continues to be a member of the Apparel and Footwear International RSL Management (AFIRM) Group to ensure policies meet workplace safety practices, air emissions and solid/hazardous waste thresholds, and water discharge regulations.</p> <p>To ensure compliance throughout our supply chain, along with the support of third-party labs, we continue to regularly:</p> <ul style="list-style-type: none"> • conduct RSL training online and in-person with suppliers. In 2025, 3 training sessions were held for Tier 1 factories and Tier 2 suppliers of both brands based in Asia, during which over 533 supplier representatives attended, in aggregate; • run test programs, which are conducted by approved third parties, including SGS, CTI, BACL, and Eurofins; • conduct random audits – input materials are tested annually, while finished shoes are randomly tested on a quarterly basis; and • have both Tier 1 factories and Tier 2 suppliers sign a Statement of Compliance. <p>HEYDUDE and the Crocs brand use the same RS Control System and take the following measures:</p> <ul style="list-style-type: none"> • utilize advanced test programs prior to the selection of incoming materials by suppliers; • encourage suppliers to identify high-risk substances and perform tests prior to our involvement, which is called our Best Test Program; and • ensure that Tier 2 suppliers comply with a Restricted Substances Performance Classification system, which can further influence the frequency of audits and testing, and even whether suppliers can remain on the company's approved vendor list (AVL). <p>We continue to work to reduce or eliminate listed chemicals and substances in our final products and as an organization we are committed to establishing chemical content limits lower than allowable limits required by international, national, and local regulations.</p>	The RS Policy , inclusive of the RSL, is publicly available on our website as part of our Governance Documents.

SASB Reference Table

Table 1
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Management of Chemicals in Products	CG-AA-250a.2	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	n/a	<p>In 2025, we maintained our hazard-based approach to chemicals management. Substances of very high concern (SVHC) are part of the Crocs Inc.'s mandatory RSL testing for all our products. If a product contains an SVHC, we work closely with our partners to take quick action to eliminate them from our products. Additionally, due to their harsh impact on the environment, we have incorporated safeguards around per-and polyfluoroalkyl substances (PFAS) in our product testing and RS program. We also test applicable Crocs and HEYDUDE products for PFAS using a third-party lab. Crocs, Inc. does not intentionally add PFAS to any products or packaging, and continues to perform the testing and other steps described herein in an effort to detect and prevent any unintentional introduction in the supply chain. For more information on Crocs' stance around restricted substances, please refer to our RS Policy.</p> <p>Guided by the RS Policy, the enterprise manages chemicals at various stages of product life cycles, including:</p> <ul style="list-style-type: none"> controlling the application of chemicals during the design process; verifying and testing incoming materials submitted by Tier 2 suppliers during the sourcing process; and, regularly testing compounds, components, and finished products throughout the manufacturing process. <p>Based on our regular and random tests and audits, facilities within our supply chain are classified as Premium Green, Green, Yellow, and Red. These classification levels are determined by the risk level of a substance, scale of the order placed with the supplier, and more. Out of 196 finished products tested, 39 product types contained restricted substances (22 from the Crocs brand and 17 styles from the HEYDUDE brand). The most commonly found restricted substances were chlorinated phenols content, pH value, nonylphenol and organotin compounds. Overall, 20% of tested finished products were found to be non-compliant with our RS Policy and therefore subject to remediation. Consistent with last year, in 2025, 0 supplier contracts were discontinued due to failure to comply with the enterprise's RS requirements, and 0 suppliers were classified as Red based on tests and audits conducted. Jibbitz finished goods test data will be included starting in 2026.</p> <p>We've maintained our commitment to requiring suppliers to create and execute a corrective action plan (CAP) for every material that fails in any test. Suppliers must then report to Crocs, Inc. the root cause of failure. The timeline for completing a corrective action plan depends on the complexity of the issue, but typically the requested turnaround is approximately one month from request. If a product fails to meet requirements, production must be stopped, the Crocs, Inc. team must be immediately informed, and an immediate stop shipment order must be placed to terminate any products shipping from the appropriate facilities. When necessary, members of the Crocs, Inc. team will witness this process to ensure the whole product is destroyed appropriately. Subsequently, a Recovery Test Program, including five delivery batch tests, is required regardless of the criticality of the substance in question. Should there be a failure in any of the five batch tests, related products cannot be shipped until a Recovery Test Program is completed with clean results.</p> <p>We have a comprehensive process for updating the RSL on a regular basis. The full extent of our current restricted substances audit program is active for both brands, and for both Tier 1 factories and Tier 2 suppliers.</p> <p>Currently, green chemistry principles are not yet used as part of the enterprise's framework or guidelines for chemical management. However, in product design and development for the Crocs brand, we continue to consider how green chemistry principles can fit within our supply chain. For example, in 2023, we explored using water-based cement to reduce VOCs in some product lines. While green chemistry is not a directive by our chemicals management plan, we recognize that many initiatives across our business and Purpose strategy, like our scaled use of bio-based materials in our product formulations, will have impacts on our chemical management plan moving forward.</p>	The RS Policy, inclusive of the RSL, is publicly available on our website as part of our Governance Documents.

SASB Reference Table

Table 1
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Environmental Impacts in the Supply Chain						
Environmental Impacts in the Supply Chain	CG-AA-430a.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	Quantitative	Percentage (%)	<p>(1) Of the 51 out of 52 total Tier 1 factories that responded to the distributed wastewater survey, 100% reported compliance with wastewater discharge permits and agreements.</p> <p>Note that the 51 Tier 1 respondents represent suppliers used by one or both brands in 2025.</p> <p>(2) Of the 307 out of 311 total Tier 2 suppliers that responded to the distributed wastewater survey, 100% reported compliance with wastewater discharge permits and agreements.</p> <p>Note that the 307 Tier 2 respondents represent suppliers used by one or both brands in 2025.</p> <p>As stated in our Environmental Policy, published in 2023, suppliers must comply with all applicable environmental protection laws and regulations, including those related to the disposal of various materials and wastes, such as hazardous materials, air emissions, waste, and wastewater discharges. Based on each facility's region, Crocs, Inc. requires suppliers to comply with the stricter of applicable national or local standards. The wastewater survey allows suppliers to self-report their compliance with wastewater discharge permits in their regions. We aim to use our wastewater surveys to help us understand, evaluate and track wastewater compliance in our supply chain, as well as collect data for reporting purposes.</p> <p>Under usual circumstances, most industrial wastewater quality continues to be routinely tested once or twice per year either by an external third party or by a facility's local environmental bureau. Some facilities have their own labs to monitor wastewater quality regularly and others have installed wifi-enabled monitoring equipment to monitor discharge for pH, flow rate, pollutants, and more. The conventional parameters typically covered by standards include, but are not limited to: pH, COD, BOD, NH3-N, TSS, TP, TN, and color. Wastewater discharge compliance is a critical area of continuous monitoring and improvement, especially as we learn more about how manufacturing processes differ across our portfolio.</p> <p>With wastewater discharge quality regulations varying greatly from country to country and region to region, and because not all substances and pollutants used in textile manufacturing are regulated by law, we continued to use the Zero Discharge Hazardous Chemicals (ZDHC) guidelines as a global standard in our supply chain. For the factories that produce industrial wastewater and fall under the scope of testing per ZDHC's guidance, we ask that the factory demonstrates compliance with relevant requirements by completing the ZDHC test twice per year. In 2025, 9 Tier 1 factories conducted wastewater testing in alignment with ZDHC. Out of the 9, 7 received a "pass" on the test.</p> <p>The consolidation of our Tier 2 supplier base in 2025 led to supplier phase-outs as well as the addition of new supplier facilities that treat and discharge wastewater associated with our products. In addition, we faced some constraints in data availability from Tier 2 suppliers. As a result of supplier consolidation and challenges related to data availability, the overall amount of wastewater both discharged and treated on-site at our factories decreased in 2025 when compared to 2024.</p> <p>For more information on wastewater discharge, please see the accompanying table on pg. 30.</p>	Comfort Report - Key Metrics, pg. 22

SASB Reference Table

Table 1
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Environmental Impacts in the Supply Chain	CG-AA-430a.2	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	Quantitative	Percentage (%)	<p>(1) 94.23% of Tier 1 supplier facilities have completed Higg FEM.</p> <p>(2) 33.44% of Tier 2 supplier facilities have completed Higg FEM.</p> <p>We continue to collaborate with industry peers and find ways to collectively promote sustainability, transparency, and responsibility in the footwear industry. This includes maintaining our use of the Worldly data and insights platform, which also helps us gain further insight into social and labor topics such as wages, working hours, health and safety, and employee treatment through the Facility Social & Labor Module (FSLM). Consistent with previous years, we once again required Tier 1 factories and requested Tier 2 suppliers of both brands to complete verified self-assessments for the Facility Environmental Module (FEM). In 2025, we worked closely with Tier 1 factories across both brands to drive the adoption of FEM, introducing an Environmental Scoring System to help give Tier 1 footwear factories visibility into their environmental performance. The resulting scorecards, which include their Higg FEM/vFEM (verified Facility Environmental Module) performance, have helped surface insights and have guided improvement strategies. In 2025, completion rates increased by 14.98 and 8.26 percentage points for Tier 1 factories and Tier 2 suppliers, respectively. These tools allow us to assess social and environmental performance in our supply chain and work closely with our partners to meet our ambitions.</p>	2025 Comfort Report - Supply Chain Sustainability Factory and Supplier Compliance Sustainability Disclosures and Oversight, pg. 14-15

SASB Reference Table

Table 1
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Labor Conditions in the Supply Chain						
Labor Conditions in the Supply Chain	CG-AA-430b.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	Quantitative	Percentage (%)	<p>(1) 100% of Tier 1 factories across both brands on our AVL completed social compliance audits consistent with the Crocs, Inc. Factory & Supplier Code of Conduct in 2025.</p> <p>(2) 100% of Tier 2 suppliers on our across both brands on our AVL completed social compliance audits consistent with the Crocs, Inc. Factory & Supplier Code of Conduct in 2025.</p> <p>(3) Of the 538 total audits conducted across Tier 1 factories and Tier 2 suppliers, ~67% were conducted by a third party partner.</p> <p>In 2023 and 2024, we met our goals related to completing social compliance audits for 100% of Tier 1 footwear suppliers and Tier 2 footwear suppliers, respectively. In 2025, we not only continued to meet 100% compliance with social audits for footwear-specific suppliers, but also started working with factories that supply us materials for personalization products to reach the same levels of social compliance. As Crocs, Inc. diversifies it's products and materials portfolio, we are expanding the scope of our compliance program to encompass broader product categories, like personalization.</p> <p>Crocs, Inc. continues to review and amend its Factory & Supplier (F&S) Code of Conduct regularly to ensure up-to-date alignment with international labor laws, human rights advancements, and applicability to all of our suppliers' facilities worldwide, inclusive of both the Crocs and HEYDUDE brands. To measure compliance throughout our supply chain, we conduct both scheduled and unannounced social compliance audits by both Crocs, Inc. personnel and external third-party partners. We maintain an internal audit survey aligned with our F&S Code of Conduct and accept third-party audits conducted in alignment with customers' requirements and/or other international industry standards including, for example, Business Social Compliance Initiative, Supplier Ethical Data Exchange, Worldwide Responsible Apparel Production, and Fair Labor Association. We also regularly support wholesale customer audits to their own standards at our facilities, as needed.</p> <p>An audit consists of interviews with management and workers, a comprehensive documents review, including payroll and time records, and a factory tour. As part of worker interviews, auditors seek to ensure a fair representation of employees, including from various stages of the facility's production, from diverse genders, ethnicities, and ages, and from more at-risk populations (i.e. pregnant workers, those appearing old or young, etc.). No upper management or supervisors are present during the interviews, and all discussions are held within a space considered comfortable for employees. Auditors review personnel files for each interviewee, including hours and wage records, production output records, warehouse records, and more, and cross-check them against protections in the workers schedules for discrepancies to ensure the factory meets legal minimums for wages, overtime, working hours and consecutive work days.</p> <p>Audit results influence the frequency of scheduled audits, and each supplier facility is assigned one of four color codes that reflect our findings and dictate how often a facility will have scheduled audits. A facility's color code will be adjusted if a future audit demonstrates that non-conformances have been fully remediated.</p> <ul style="list-style-type: none"> • Red: quarterly audit required • Yellow: semi-annual audit required (every six months) • Green: annual audit conducted • Blue: annual audit conducted 	<p>2025 Comfort Report - Supply Chain Sustainability Factory and Supplier Compliance Sustainability Disclosures and Oversight, pg. 14-15</p> <p>Our Factory and Supplier Code of Conduct is publicly available on our website as part of our Governance Documents.</p>

SASB Reference Table

Table 1
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Labor Conditions in the Supply Chain	CG-AA-430b.2	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	Quantitative	Rate	<p>In 2025, less than 4% of total audits were categorized with a "Red" rating. Of the 17 audits that were assigned a "Red" rating, 14 were re-audited and improved their rating in 2025. The remaining 3 were not re-audited in 2025 because their initial audit fell in Q4 2025, and with a 3-month grace period, their re-audit window will occur in 2026. No issues of priority non-conformance in our supply chain were identified. Critical issues identified during audits include fire safety concerns, holding fire drills, and emergency exit doors, and overtime work, such as exceeding 72 hours of work per week, ensuring two days off per month. Our team is working to gain more visibility into working hours, and conducting internal research to do root cause analyses on living wages, which we understand to directly impact issues related to overtime. The associated corrective action rate for audits was 96%. We continue to use Corrective Action Plans (CAPs) as a model for holding suppliers accountable, and providing structured support to remedy issues of priority non-conformance.</p> <p>Crocs, Inc. values its relationships with suppliers and believes in a mindset of continuous improvement. Consistent with our approach to environmental compliance, all priority-level issues of non-conformance related to labor and safety must be addressed immediately. We require suppliers to develop a CAP for any issues detected, which includes the supplier management's commitment to open and transparent communication during the remediation process. To that end, Crocs, Inc. conducts frequent checks to verify that resolutions are being implemented in a timely manner. If they are not, Crocs, Inc. may request a re-audit if deemed necessary.</p> <p>In the case that minimum conformance is not met, issues are escalated to management. Additionally, if any issue of priority non-conformance is found, the grade of the facility is directly classified as 'Red'. Remediation measures which apply to Tier 1 factories, suppliers and beyond may include: more frequent audits to follow up on a CAP (including Tier 1 factories following up with Tier 2 suppliers), required trainings, reduction of orders, rejection of the production of licensed products, and potential exclusion from the enterprise AVL. Our stance on non-conformance remains clear: if any supplier facility has a critical issue or violation and does not take remediation action in a timely manner, fails to continue to improve according to the corrective action plan created, or has a 'Red' rating that fails to improve, then Crocs, Inc. will take appropriate action aligned with the severity of the violation. In 2025, no supplier contracts were terminated as a result of non-compliance with our Factory & Supplier Code of Conduct.</p>	2025 Comfort Report - Supply Chain Sustainability Factory and Supplier Compliance Sustainability Disclosures and Oversight, pg. 14-15
Labor Conditions in the Supply Chain	CG-AA-430b.3	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion and Analysis	n/a	<p>We group supply chain risks into the following categories: health and safety, working hours, wages and benefits, labor, environmental impacts, and employment. While these risks are not unique to Crocs, Inc., we hope to play an active role in improving labor conditions of workers in supply chains across the apparel and footwear industry. Consistent to last year, in our 2025 audits, we found that the most prevalent issues across Tier 1 factories and Tier 2 suppliers included health and safety, working hours, and wages and benefits.</p>	<p>2025 Comfort Report - Supply Chain Sustainability Factory and Supplier Compliance Sustainability Disclosures and Oversight, pg. 14-15</p> <p>For additional information related to risks within our supply chain, such as cotton, see pg. 15 in our Annual Report on Form 10-K.</p>

SASB Reference Table

Table 1
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Raw Materials Sourcing						
Raw Materials Sourcing	CG-AA-440a.3	(1) List of priority raw materials; for each priority raw material: (2) environmental and/or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/or social factors, and (4) management strategy for addressing business risks and opportunities	Discussion and Analysis	N/A	<p>(1) In 2025, the materials most purchased by the enterprise to produce our products included the following: Croslite™ and EVA (including bio-based), polyester (textile and non-textile), polyurethane (PU) and thermoplastic polyurethane (TPU), rubber and thermoplastic rubber (TPR), polyvinyl chloride (PVC), leather (natural and synthetic), nylon, cotton, and metal (including zinc alloy, copper, steel, and aluminum alloy).</p> <p>(2) We seek to collect the weights or length of materials sourced from each supplier factory in an attempt to gain a more precise understanding for the true environmental and social risk factors associated with the materials we source. When it comes to Croslite™ (including bio-circular) and EVA, we have transparent data and clear insight into risk factors related to these materials. In 2024, we assessed our profile of raw materials against current and future regulatory requirements and business risk, as well as environmental risks and opportunities related to global warming potential, eutrophication, water scarcity, resource depletion, chemistry, deforestation, and land use.</p> <p>The greatest social and environmental risk factors associated with raw materials sourcing include the physical effects of climate change, such as natural disasters or other adverse weather and climate conditions. Climate-related physical risks have the potential to impact our supply chain. Our key sourcing countries, like Vietnam, China, Indonesia, and India, are vulnerable to both acute and chronic physical risks, such as flooding, heatwaves, and severe weather events. Such risks may affect our supplier base and could lead to a reduction in production capacity, which would affect our ability to get our products to our customers. This could result in negative impacts to our operating conditions or financial results. Significant risks also include the potential of forced labor, which we seek to prevent by monitoring for and mitigating the use of tactics that might delay employment being granted at the supplier level. Historically marginalized communities are more prone to the risks of forced labor, and children are one of the most at-risk groups.</p> <p>(3) Potential business risks posed to Crocs, Inc. that are associated with raw materials sourcing throughout the supply chain continue to be:</p> <ul style="list-style-type: none"> • Global inflation, tariffs, elevated interest rates, global industry-wide logistics challenges, and foreign currency fluctuations resulting in a stronger U.S. dollar have increased raw material costs; • The effects of a public health emergency or pandemic could impact the scarcity of raw materials; • Current or future governmental policies that may increase the risk of inflation, which could further increase the costs of raw materials and components for our business; • Shortages of raw materials and disruption to the global supply chain which can negatively impact costs and inventory availability and may continue to have a negative impact on future results and profitability; • Suppliers no longer being able to produce the resins that we use in our shoes would result in significant interruptions to our production schedules; • Market conditions related to supply and demand for our raw materials and any resulting shortages in supply, as well as impacts of any global shipping or logistics delays; • Foreign exchange rate volatility that can disrupt the business of the third-party manufacturers that produce our products by making their purchases of raw materials more expensive and more difficult to finance; • Climate change impacts (e.g., changing temperatures and/or water stress) on natural fiber crop production that may affect the price and availability of raw materials; • Legislation on greenhouse gases (GHG) affecting the price of petroleum, which may affect the price of petroleum derived raw materials; • Tightening environmental regulations for suppliers that could affect the cost or availability of raw materials they supply; • Lack of full traceability to the source of the raw materials, which may hinder the ability to identify compliance incidents that could lead to negative effects on brand reputation; and, the risk of our third-party manufacturers not following applicable environmental regulations. • Additionally, if the suppliers we rely on for elastomer resins were to cease production of these materials, we may not be able to obtain suitable substitute materials in time to avoid interruption of our production schedules. 	<p>2025 Comfort Report - Raw Materials Carbon Footprints by Style, pg. 16-17</p> <p>The details of our company's risk factors are more thoroughly outlined in our Annual Report on Form 10-K.</p>

SASB Reference Table

Table 1
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
					<ul style="list-style-type: none"> • Our unique Crocs injection molding process allows us to continue to increase the share of alternative, lower-emissions materials (such as bio-circular or recycled materials) into the Croslite™ production process without disruptions to our regular manufacturing process. • As Croslite™ is the main compound used in our Crocs brand shoes, this means that our approach positions us to integrate alternative materials into both existing and new products over time. • Recycled material streams pose an opportunity for us to reduce the amount of virgin, non-recycled materials we use for our Crocs shoes. • We have identified polybags as a leading opportunity for packaging improvement and, through both internal and third-party analyses, we have discovered that polybags made from 100% post-industrial recycled (PIR) content could have a carbon footprint that's 85% lower than our typical Crocs shoeboxes. In early 2024, we began production on post-industrial recycled (PIR) content polybags, with a 100% transition completed in early 2025. In 2024, our HEYDUDE suppliers used recycled cardboard and paper inserts within shoeboxes, and we're in the process of seeking certification documentation from suppliers related to these claims. <p>(4) Crocs, Inc. manages the social and environmental risks associated with the sourcing of Croslite™ compounds and other raw materials by ensuring that our third-party manufacturers adhere to labor, environmental and other applicable laws through strong contractual representations and warranties in our manufacturing agreements, signing a yearly statement of compliance associated with our Factory & Supplier Code of Conduct, and regular internal and third-party audits. Our strategy to respond to any disruptive event is to have a very diversified set of factories in Vietnam, China, Indonesia, Bosnia, and Mexico, so that we spread out our risk.</p> <p>Transitioning to bio-circular material in our Croslite™ compounds contributes to how we manage the potential and actual risks posed by our sourcing of materials derived from fossil fuels. We have conducted carbon footprint assessments to understand the potential impact of this transition to our company's greenhouse gas emissions footprint. Bio-circular material transforms bio-waste and byproducts from other industries into a material that has the same properties as our existing material, positioning us to integrate bio-circular material into our Croslite™ and EVA compounds in our Crocs brand products.</p>	

SASB Reference Table

Table 1
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Raw Materials Sourcing	CG-AA-440a.4	(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental and/or social standard, by standard	Quantitative	Metric Tons (t)	For a comprehensive list of materials, please see the accompanying table on pages 26-29.	2025 Comfort Report - Raw Materials Carbon Footprints by Style, pg. 16-17

Table 2
Activity Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Suppliers						
Activity / Suppliers	CG-AA-000.A	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	Number	<p>(1) Tier 1 Factories: 52</p> <p>(2) Tier 2 Suppliers: 311</p> <p>Total Suppliers: 363</p> <p>Crocs, Inc. maintains an enterprise Approved Vendor List (AVL), which we use as guidance for assessing our Tier 1 factories and Tier 2 suppliers in alignment with our policies, quality requirements, and delivery expectations. The AVL includes Tier 1 factories and Tier 2 suppliers that meet the company's standards for quality, delivery, cost and compliance. Facilities included in the AVL reflect shoe, apparel, and component factories, as well as raw materials suppliers, other component suppliers, and vendors that perform certain services related to product manufacturing. A vendor must be on the AVL in order to do business directly with Crocs, Inc., though our Tier 1 factories may maintain additional sourcing relationships that are not reflected in our company's AVL.</p> <p>At this time, the enterprise does not have full transparency beyond Tier 2. In 2024, we took our existing Supply Chain Sustainability efforts and turned them into a more formalized program, with transparency and traceability remaining as priority workstreams.</p> <p>Crocs, Inc. currently has 363 Tier 1 and Tier 2 factories and suppliers on its enterprise AVL – with 6 shared Tier 1 factories and 30 shared Tier 2 suppliers across our portfolio. Our AVL is updated periodically, and any suppliers that are inactive – defined as not having done business with the enterprise for two years – are removed from the AVL.</p>	<p>2025 Comfort Report - A Look Back at 2025, pg. 4-5</p> <p>2025 Comfort Report - Supply Chain Sustainability Factory and Supplier Compliance Sustainability Disclosures and Oversight, pg. 14-15</p>

TCFD Guidance on Climate-Related Risk Management & Integration

As part of our 'Net Zero by 2040' goal and the integration of financial and non-financial risks, we continue to more closely apply the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We recognize the ongoing importance of providing a clear portrayal of our climate-related financial information and continue to expand our disclosures as our emissions reduction plan evolves. The following disclosures are based on the recommendations published in 2017. It should be noted that TCFD has disbanded, and the recommendations are currently managed by the IFRS. This is Crocs, Inc.'s fifth year reporting against the TCFD framework, and the fourth year in which disclosure is inclusive of both the Crocs and HEYDUDE brands. This TCFD disclosure is aligned with Crocs, Inc.'s 2025 CDP Climate Change Questionnaire response.

Metric	Disclosure	Related Reference(s)
Governance		
a) Describe the board's oversight of climate-related risks and opportunities.	<p>The Governance and Corporate Responsibility (GCR) Committee of the Board of Directors (Board) oversees the Company's significant strategies, programs, and practices relating to corporate responsibility, including climate-related issues and impacts. Principal responsibilities of the GCR committee include but are not limited to:</p> <ul style="list-style-type: none"> • Oversee the Company's significant strategies, investments, and commitments related to corporate responsibility and the sustainable and responsible growth of the Company; • Monitor progress against corporate responsibility goals material to the Company including any corporate responsibility related compensation targets (in coordination with the Compensation Committee of the Board); • Oversee and evaluate risks, opportunities and key performance indicators of the corporate responsibility program; • Monitor voluntary and mandatory disclosures and requirements related to corporate sustainability reporting frameworks, ratings, and rankings. <p>The GCR Committee meets on a quarterly basis, and climate-related issues and impacts are periodically (at least annually) addressed.</p>	<p>2025 Annual Report on Form 10-K, pg. 4</p> <p>2025 Schedule 14A, pg. 4</p> <p>2025 CDP 4.1</p>

TCFD Guidance

Metric	Disclosure	Related Reference(s)
<p>b) Describe management’s role in assessing and managing climate-related risks and opportunities.</p>	<p>The Company’s Chief Sustainability and Compliance Officer (CS&CO) leads the corporate sustainability team and is responsible for development, oversight, and tracking of our Corporate Responsibility and Sustainability (CRS) strategy, which includes both environmental and social topics. The environmental sustainability topics covered by this position are inclusive of climate change, water, forests, plastics, biodiversity, and circularity, among others. The CS&CO is responsible for sustainability-related strategy, oversight, target-setting (including science-based targets), policies, and progress tracking.</p> <p>The CS&CO provides reports to the GCR Committee of the Board of Directors on a quarterly basis. The CS&CO also meets monthly to discuss sustainability-related topics and progress with the CEO, who is also a Board member.</p> <p>The CS&CO and Corporate Sustainability Team communicate the Company’s CRS strategy and provide opportunities for employees to participate in the strategic process. Members of the Corporate Sustainability Team are responsible for leading working groups focused on cross-functional collaboration of CRS-related topics across both brands and the organization at large, such as supply chain sustainability, environmental, social and governance (ESG)-related regulations and mandatory reporting, and regional sustainability initiatives and engagement.</p> <p>In 2025, for named executive officers, 5% of the short term incentive plan (STIP) was weighted on objectives associated with corporate responsibility and sustainability progress. CRS progress performance targets required progress toward: (1) bio-resin production readiness, which is related to the transition to bio-circular material in our Croslite™ compound, (2) our environmental sustainability efforts, which include our Circularity and Climate Stability ambitions, and (3) our Community and Inclusivity efforts, which collectively account for social impact and human rights across our value chain. These strategic initiative performance targets were established by the Compensation Committee of the Board.</p>	<p>2025 Annual Report on Form 10-K, pg. 4</p> <p>2025 CDP 4.3 and 4.5</p>

TCFD Guidance

Metric	Disclosure	Related Reference(s)
Strategy		
<p>a) Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term.</p>	<p>Crocs, Inc. defines the following time horizons for climate-related risks, in line with our Enterprise Risk Management (ERM) program:</p> <ul style="list-style-type: none"> • Short-term: 0 - 5 years • Medium-term: 5 - 10 years • Long-term: 10+ years <p>The following climate-related risks have been identified as relevant to Crocs, Inc., in no particular order:</p> <ul style="list-style-type: none"> • Acute and chronic physical risks in our supply chain, such as flooding, heat waves, or severe weather events in key sourcing countries, could result in disruptions in production in the short-term. Our current strategy to mitigate this risk is to diversify factory locations across the globe. • Policy and legal risk due to current and emerging climate-related regulations in the U.S. and abroad could result in increased costs in the short- and medium-term. Our current strategy to mitigate this risk is to conduct preparedness assessments internally, maintain high quality voluntary reporting, and complete the assurance process for our GHG inventory. • Reputational risk due to increased scrutiny around climate-related strategy and goals could negatively impact our business in the short-, medium-, and long-term. Our current strategy to mitigate this risk is to align with global best practices, such as the Science Based Targets initiative (SBTi), and to continue to take action on our emission reduction strategy and targets. <p>The following climate-related opportunities have been identified as relevant to Crocs, Inc., in no particular order:</p> <ul style="list-style-type: none"> • Shifting consumer preferences towards lower emission products could positively impact revenues in the short- and medium-term. We have a goal to prioritize opportunities that further support our 50% reduction goal for the Crocs Classic Clog. The most recent Crocs Classic Clog product carbon footprint, validated and certified by SGS, showed a 25% decrease in emissions per pair of Classic Clog compared to a 2021 baseline. • Increased use of renewable energy could have the potential to lower energy costs and emissions associated with Crocs, Inc. direct operations. In 2025, the Las Vegas distribution center's on-site solar array became operational, generating 1,102 MWh for the facility. 	<p>2025 Annual Report on Form 10-K, pg. 25-26</p> <p>2025 Comfort Report - Raw Materials Carbon Footprints by Style, pg. 16-17</p> <p>2025 Comfort Report - Emissions by Scope Net Zero Pathways and Progress, pg. 20-21</p> <p>2025 CDP 3.1 and 3.6</p> <p>Crocs Classic Clog Product Carbon Footprint</p>

TCFD Guidance

Metric	Disclosure	Related Reference(s)
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<p>The following climate-related risks and opportunities, listed in no particular order, have informed our strategy and financial planning in the following business areas:</p> <ul style="list-style-type: none"> • Products and services: The climate-related opportunity of decreasing the carbon footprint of the Crocs Classic Clog has impacted the Company's product strategy; it has informed the design, manufacturing, logistics and distribution, and marketing processes. • Upstream/downstream value chain: Crocs, Inc. recognizes that climate-related physical risks could impact facilities in key sourcing countries like Vietnam, China, Indonesia, and India. These risks could affect the Company's supplier base and lead to a reduction in production capacity. These risks have informed and confirmed our strategy to have a diversified set of factories in different locations across the globe. The climate-related opportunity of decreasing the carbon footprint of the Crocs Classic Clog has impacted our upstream value chain strategy. • Investment in R&D: The climate-related opportunity of decreasing the carbon footprint of the Crocs Classic Clog has impacted our investment in R&D strategy. Through investment in R&D, we determined that the addition of bio-circular materials in Classic Clogs would not impact the comfort or durability of those shoes. Crocs, Inc. expects to continue to invest in R&D to determine the feasibility of using bio-circular, recycled, or other materials with sustainability attributes in its products. 	<p>2025 Comfort Report - Raw Materials Carbon Footprints by Style, pg. 16-17</p> <p>2025 Comfort Report - Emissions by Scope Net Zero Pathways and Progress, pg. 20-21</p> <p>2025 Annual Report on Form 10-K, pg. 17-19, 25-26</p> <p>2025 CDP 3.1, 3.6, and 5.3</p> <p>Crocs Classic Clog Product Carbon Footprint</p>
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>Crocs, Inc. presently does not utilize climate-related scenario modeling in its planning and decision-making.</p>	

TCFD Guidance

Metric	Disclosure	Related Reference(s)
Risk Management		
a) Describe the organization’s processes for identifying and assessing climate-related risks.	<p>As part of the Company’s ERM program, Crocs, Inc. identifies risks and opportunities to the business over the short-, medium-, and long-term, including environmental risks and opportunities. An enterprise risk assessment is conducted annually, facilitated by the Enterprise Risk team with oversight from our General Counsel. Using a top-down approach, risks and opportunities are identified through meetings with each member of the Executive Leadership Team and their direct staff, as well as through third-party benchmarking and analysis of industry data sources. Risks are evaluated for potential impact from financial, operational, regulatory, strategic, and reputational perspectives. The risk assessment also includes categorizing the likelihood of occurrence of each risk, from low to high.</p> <p>The identified risks are then categorized as upside (opportunities on which to capitalize), downside (ever-present and likely to result in negative impact if left unmitigated), or outside (outside the control of management), with differing approaches to mitigation and oversight for each category.</p>	2025 CDP 2.2
b) Describe the organization’s processes for managing climate-related risks.	<p>Each risk identified in the process described above is assigned to an executive-level owner who is responsible for identifying risk mitigation strategies with support from the General Counsel and Internal Audit team. Quarterly risk refresh exercises are conducted by the risk owners.</p> <p>The company provides semi-annual updates to the Audit Committee of the Board regarding these risks to raise current and emerging risks, as well as their mitigation status. The Chair of the Audit Committee of the Board provides an update on the ERM program to the full board on a semi-annual basis.</p> <p>Climate-related risks and opportunities are assessed as part of the overall ERM program and follow the process described above. The Crocs, Inc. sustainability team, including the CS&CO, as well as other relevant stakeholders, are engaged as part of the annual enterprise risk assessment for environmental topics. This group brings knowledge, oversight, and management of environmental impacts and dependencies to the risk assessment process.</p>	2025 CDP 4.6 and 4.10
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	Climate-related risks are included in our annual ERM program as described above.	


TCFD Guidance





Metric	Disclosure 2025	Related Reference(s)
Metrics & Targets		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p>Crocs, Inc. tracks metrics related to climate risks and opportunities including, but not limited to:</p> <ul style="list-style-type: none"> • Scope 1 & 2 emissions, including energy consumption at enterprise-wide facilities • Scope 3 emissions categories, including Purchased Goods and Services, Upstream and Downstream Transportation and Distribution, End of Life, Business Travel, Employee Commuting, Fuel & Energy Activities, Use of Sold Products, Capital Goods, Waste, Upstream Leased Assets, and Franchises • Carbon footprints for top product styles • ISCC PLUS Certification of material content • Bio-circular material within Crocs Classic Clogs • SBTi approved near-term targets, including reducing Scope 1 and 2 emissions by 50.40% from our 2022 baseline and reducing our Scope 3 Category 1: Purchased Goods and Services and Category 4: Upstream Transportation and Distribution emissions by 58.20% per dollar of value added within the same time frame 	<p>2025 Comfort Report - Progress on Purpose, pg. 6-7</p> <p>2025 Comfort Report - Emissions by Scope Net Zero Pathways and Progress, pg. 20-21</p> <p>2025 Comfort Report - Raw Materials Carbon Footprints by Style, pg. 16-17</p> <p>2025 Comfort Report - Key Metrics, pg. 22</p> <p>2025 CDP 7.6, 7.7, and 7.8</p>
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<p>The results of our GHG Inventory including Scope 1, 2, and 3 emissions can be found on pages 30-31.</p>	<p>2025 Comfort Report - Emissions by Scope Net Zero Pathways and Progress, pg. 20-21</p> <p>2025 Comfort Report - Key Metrics, pg. 22</p> <p>2025 CDP 7.6, 7.7, 7.8, 7.53, and 7.54</p>
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>The following are goals by which we manage our climate-related risks and opportunities. These goals are supported by a number of targets, which are under continuous management and review.</p> <ul style="list-style-type: none"> • Achieve Net Zero by 2040 • Reduce Scope 1 and 2 emissions by 50.40% by 2032 from our 2022 base year • Reduce Scope 3 Category 1: Purchased Goods and Services and Category 4: Upstream Transportation and Distribution emissions by 58.20% per dollar of value added by 2032 from our 2022 baseline* • Achieve 50% bio-circular content within our Crocs Classic Clog on a mass balance basis (by 2030). • Reduce the carbon footprint of our Crocs Classic Clog by 50% by 2030 	<p>2025 Comfort Report - Progress on Purpose, pg. 6-7</p>

*Added value is defined as gross profit.

United Nations Sustainable Development Goals (SDGs)

The U.N. SDGs, adopted as part of the 2030 Agenda for Sustainable Development in 2015, are a call for collaboration between countries towards a more sustainable and equitable world. While the goals and underlying targets listed below are designed for governments, we believe our ambitions, practices, and policies have the opportunity to align with and support their intentions.

Icon	SDG	SDG Target	Related Reference(s)
	5 Gender Equality Achieve gender equality and empower all women and girls	5.1	Worldwide Code of Ethics, pg. 5-6 Factory and Supplier Code of Conduct, pg. 5
		5.2	Human Rights Policy, pg. 2 Factory and Supplier Code of Conduct, pg. 5
		5.4	2025 Comfort Report - Occupational Safety Benefits Development, pg. 8-9
		5.5	2025 Comfort Report - Community Impact Engagement, pg. 10-11
	8 Decent Work and Economic Growth Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	8.5	2025 Comfort Report - Occupational Safety Benefits Development, pg. 8-9 2025 Comfort Report - Community Impact Engagement, pg. 10-11
		8.7	Human Rights Policy, pg. 2 Factory and Supplier Code of Conduct, pg. 3, pg. 5 2025 Comfort Report - Supply Chain Sustainability Compliance and Oversight, pg. 14-15
		8.8	Worldwide Code of Ethics, pg. 6 Human Rights Policy, pg. 3 Factory and Supplier Code of Conduct, pg. 5-6 2025 Comfort Report - Occupational Safety Benefits Development, pg. 8-9
	10 Reduced Inequalities Reduce inequality within and among countries	10.2	2025 Comfort Report - Occupational Safety Benefits Development, pg. 8-9 2025 Comfort Report - Community Impact Engagement, pg. 10-11

Icon	SDG	SDG Target	Related Reference(s)
	10 Reduced Inequalities Reduce inequality within and among countries	10.3	Worldwide Code of Ethics, pg. 5-6 Human Rights Policy, pg. 2 Factory and Supplier Code of Conduct, pg. 5 2025 Comfort Report - Community Impact Engagement, pg. 10-11
		10.4	2025 Comfort Report - Occupational Safety Benefits Development, pg. 8-9 2025 Comfort Report - Community Impact Engagement, pg. 10-11
	12 Responsible Consumption and Production Ensure sustainable consumption and production patterns	12.4	2025 Comfort Report - By Scope Net Zero, pg. 20-21 2025 Comfort Report - Packaging End of Life, pg. 18-19
		12.5	2025 Comfort Report - By Scope Net Zero, pg. 20-21 2025 Comfort Report - Packaging End of Life, pg. 18-19
		12.6	2025 Comfort Report - Full Report
		12.7	2025 Comfort Report - Packaging End of Life, pg. 18-19
	13 Climate Action Take urgent action to combat climate change and its impacts	13.2	2025 CDP Climate Change Questionnaire 2025 TCFD Index 2025 Comfort Report - By Scope Net Zero, pg. 20-21
	17 Partnerships for the Goals Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	17.17	2025 Comfort Report - Packaging End of Life, pg. 18-19 2025 Comfort Report - Community Impact Engagement, pg. 10-11 2025 Comfort Report - Responsible Marketing, pg. 12-13



Cautionary Note Regarding Forward-Looking Statements

This report includes estimates, projections, and statements relating to our plans, commitments, objectives, and expectations that are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements include, but are not limited to, statements regarding our expectations relating to ESG strategy, targets and goals, including net zero commitments, other company strategies, our value chain, our products, and other environmental and social matters. These statements involve known and unknown risks, uncertainties, assumptions, and other factors, which may cause our actual results, performance, or achievements to be materially different from any future results, performances, or achievements expressed or implied by the forward-looking statements. Should known or unknown risks or uncertainties materialize, or should underlying assumptions prove inaccurate, actual results could vary materially from past results and from those anticipated, estimated, or projected. Please see the factors described in our most recent Annual Report on Form 10-K under the heading "Risk Factors" and our subsequent filings with the Securities and Exchange Commission. Readers are encouraged to review that section and all other disclosures appearing in our filings with the Securities and Exchange Commission. All information in this document speaks as of April 30, 2026. We do not undertake any obligation to update publicly any forward-looking statements, whether as a result of the receipt of new information, future events, or otherwise, except as required by applicable law.



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