CROCS 2021 COMFORT REPORT

Comfort Without Carbon
Comfort For Our Communities
Comfort For All People
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At Crocs, our vision is for everyone to be comfortable in their own shoes and to do that, we need to take action to create a more comfortable world. To help achieve our vision, we’re deeply committed to reducing our environmental footprint, uplifting our communities, and creating a welcoming environment for everyone.

In 2021, we achieved record revenue and operating margins, and we believe that as we continue our path to be a growing and thriving business with exceptional results, we have a responsibility to integrate our brand purpose and sustainability ambitions more deeply into our journey ahead. This report is an important step in that journey, setting forth our commitments and continuing to lay the groundwork for what’s to come. With our sights focused on Net Zero by 2030, we share our progress and the plans that will pave the way forward. We have codified our ESG approach by establishing three pillars: Sustainability, Community and Inclusivity. We talk about these as Comfort without Carbon, Comfort for Our Communities and Comfort for All People.

Additionally, as a company of global citizens, we have identified seven United Nations Sustainable Development Goals (UN SDGs) that we believe are important focus areas given our operations and ESG efforts. Let me highlight some of our progress to date.

**COMFORT WITHOUT CARBON**

Our commitment to becoming Net Zero by 2030 includes our full scope of impact, from our materials and operations to the products we produce. To achieve our ambition, Crocs will continue identifying and innovating ways to reduce and remove emissions as much as possible before working to neutralize residual emissions on our journey to Net Zero.

In September 2021, we proudly announced the introduction of a new bio-based material into our iconic product lines containing our main material, Croslite™. This was a significant first step to reducing the already low carbon footprint of our products compared to many other iconic footwear styles. Importantly, this bio-based material will be blended into all shoes that contain Croslite™ through a mass balance approach, uniquely positioning Crocs with a lower carbon footprint by positively altering all footwear styles using Croslite™. This means consumers won’t need to choose between the Crocs shoes they know and love, or a more sustainable line because – with Crocs, “Green Comes in Every Color”.

**COMFORT FOR OUR COMMUNITIES**

We provide comfort for our communities by giving shoes, giving funds and giving time. During the COVID-19 pandemic, we initiated our “Free Pair for Healthcare” campaign and since the spring of 2020, we have donated over 910,000 free pairs of shoes to healthcare heroes on the frontlines of the pandemic. We have also given funds to support important social causes such as gender equality, as well as support for local and global communities facing hardships.

Our employees are passionate about giving time to their local communities. Since 2020, we’ve supported Feeding America by volunteering at many of their food banks across the U.S. and by contributing substantial funds through both corporate donations and through the generosity of our consumers. To date, our partnership has proudly helped provide more than 30 million meals to families in need.

**COMFORT FOR ALL PEOPLE**

We choose to walk a path that celebrates people of all kinds and are committed to providing a comfortable workplace through progressive people practices. We live “Come As You Are” (CAYA) across all areas of our business.

We have implemented inclusive recruitment practices to diversify our talent pool and ensure our workforce has the skills to foster inclusivity and belonging. We are proud that two-thirds of our global workforce are women, and that more than half of our U.S. workforce identifies as people of color.

As a purpose-driven brand, acting ethically and inclusively is essential to maintaining our strong reputation with consumers as a preferred footwear brand, with our employees as a great place to work, and with our communities and stakeholders as a responsible corporation. Crocs expects all its employees, regardless of level or role, to adhere to the highest standards of ethical business conduct.

In summary, as a company we try to live our brand values each and every day. We believe we have the right team, the right innovations and the right partners to make a positive impact on both our planet and our communities.

Sincerely,
Andrew Rees
CEO
Crocs believes that everyone should be comfortable in their own shoes.

We recognize and celebrate the uniqueness in everyone.

We believe that comfort and style are in the eye of the beholder and that personal expression is an inalienable right.

We believe that COME AS YOU ARE is more than a tagline, it is a way of living.

We believe that seeing and accepting the things that make us one of a kind, brings us closer together.

These beliefs inform everything we do. Every product, social media post, employee initiative and ad campaign is poured through these filters to ensure we are walking the talk.

We live for our fans, a beautifully diverse tapestry of one-of-a-kinds from all walks of life and from every corner of the world. And we stand with those who bravely inspire others to embrace these beliefs and celebrate what it means to truly COME AS YOU ARE.
**ABOUT**

**COMPANY OVERVIEW**

Crocs, Inc. (NASDAQ: CROX) is a world leader in innovative casual footwear for adults and children. We offer a broad portfolio of all-season products, while remaining true to the core molded footwear heritage of our shoes. The majority of Crocs shoes feature Croslite™ material, a proprietary, revolutionary technology that gives each pair of shoes the soft, comfortable, lightweight, non-marking and odor-resistant qualities that Crocs fans know and love. Above all else, Crocs celebrates the fun of being a little different and encourages fans to “Come As You Are” in every colorful pair of shoes. Our core values of promoting Comfort in Your Own Shoes, being Delightfully Democratic, embodying Inherent Simplicity, and bringing Unapologetic Optimism, Imaginative Innovation, and People Purposed Design make us who we are. In 2021, Crocs sold 103 million pairs of shoes worldwide, an increase from 69.1 million pairs in 2020.

On February 17, 2022, Crocs closed on its acquisition of the HEYDUDE brand, a privately-owned casual footwear company. All information in this ESG Report pertains to the Crocs brand as of December 31, 2021, and is not inclusive of the HEYDUDE brand or its ESG goals. We plan to provide supplemental information about HEYDUDE and its ESG practices at a later date.

Headquartered in Broomfield, Colorado, Crocs has regional offices in Boston, Massachusetts; Hoofddorp, Netherlands; and Singapore, along with a global team of approximately 5,770 employees, as of December 31, 2021. We have facilities worldwide, including third-party Tier 1 factories and Tier 2 suppliers.
VISION, MISSION, VALUES
As one of the world’s largest footwear companies and a brand that values innovation, we strive to make a positive impact on the global footwear industry and our planet by committing to transparent, socially conscious, and sustainable business practices. Crocs is guided by six key values which orient our business:

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
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<tr>
<td>Delightfully</td>
<td>Democratic</td>
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<tr>
<td>People-Purposed</td>
<td>Design</td>
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<tr>
<td>Inherent</td>
<td>Simplicity</td>
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<td>Imaginative</td>
<td>Innovation</td>
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<tr>
<td>Unapologetic</td>
<td>Optimism</td>
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<tr>
<td>Confidently</td>
<td>Comfortable</td>
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We celebrate one-of-a-kinds and stand together with all different kinds.

We think people-first at every step. We design for everything you do and everywhere you go.

We know smart doesn’t have to mean complicated. So we keep things simple, light and totally intuitive.

We stretch the possibilities of design and creative thinking so you can reach your highest potential.

We make a choice every day to have an open mind and look on the bright and colorful side.

We support comfort on every level, because when you’re comfortable, you can do anything.

Crocs is committed to working towards a sustainable future and operating in a responsible manner in all aspects of our business. Our ESG program underlines this commitment, and our sustainability priorities are intrinsically tied to our business strategy. The Crocs brand will continue advancing our sustainable business practices with the goal of consistently delivering products that exceed consumer expectations, align with their values, and drive enterprise value creation. As a brand of the people and for the people, it is imperative we do our part for the planet on which we live. Our objective is to provide transparency in our operations and integrity in our aspirations, while acknowledging our impact on our planet, people, and communities.

The efforts of our ESG program aim to positively impact our stakeholders while driving forward the value of the Crocs brand. Increasingly, the Crocs consumer is looking for a product that aligns with their values and creates a positive social impact while reducing the environmental impact of the product. By focusing on these areas, Crocs is able to align our business practices and our values with that of our consumer, increasing the attractiveness of our product.

At Crocs, we aren’t simply a group of people working to produce shoes. We are a collective team with the goal of positively impacting those around us. By focusing on diversity, equity, inclusion and engaging with our employees, Crocs is able to create an environment that welcomes all employees to Come As You Are™ and makes use of our diverse team to bring innovative ideas and solutions to the table. With this culture in place, Crocs remains focused on innovating to positively impact our employees, communities, planet, suppliers, and more.
At Crocs, ESG is driven cross-functionally and at the highest levels. A robust governance structure enables ESG and sustainability commitments to be meaningfully integrated into the company culture and operational priorities.

Our Board of Directors oversees ESG risks and opportunities including climate change-related topics. The Governance and Nominating Committee of the Board meet quarterly to discuss ESG updates and are kept abreast of associated risks and growth opportunities. Annually, our ESG and Sustainability teams meet with the entire Board to provide a comprehensive presentation about our ESG and sustainability programs, including strategy around reducing our environmental impact. Our Executive Leadership Team (comprised of our CEO; President; Executive Vice President, Chief Financial Officer; Executive Vice President, Chief Legal & Risk Officer; Executive Vice President, Chief Operations & Transformation Officer; Senior Vice President, Chief People Officer; and Senior Vice President, Chief Digital Officer) manages and assesses ESG-related risks through regular meetings among various interdepartmental committees. ESG considerations are integrated into discussions on risk throughout the company and are part of our key decision-making process. This occurs, in part, when our Internal Audit team performs an annual Enterprise Risk Assessment that involves each member of our Senior Leadership Team (comprised of our Executive Leadership Team along with our Senior Vice President, Chief Marketing Officer; Senior Vice President, Chief Information Officer; Senior Vice President, Global Sourcing & Product Development; and our regional Senior Vice Presidents and General Managers), the Board, and other external stakeholders. We craft our strategies to manage ESG risks with the input of not only the Crocs leadership team, but insights from employees across all areas of our business.

Our ESG Working Group oversees the day-to-day aspects of our ESG and Sustainability programs. This cross-functional team has members from our ESG, Sustainability, Product Innovation, Human Resources, Investor Relations, Legal, Marketing, Finance, Internal Audit, Workforce Experience, and Communications departments. We believe that employees and departments should be a part of the company’s decision-making process, promoting a bottom-up approach. The ESG Working Group typically meets on a regular basis to discuss, plan, and implement ESG initiatives and timelines. It also assesses action items that may be escalated to the Executive Leadership Team for ultimate decision making. In 2022, we will be welcoming a VP, Global Head of Sustainability reporting to our CEO. This role will lead ESG and Sustainability for the company, including both Crocs and HEYDUDE brands.

The Enterprise Risk Management program is the responsibility of Crocs’ Management and is led by our Executive Vice President, Chief Legal Officer & Risk Officer with oversight by the Board. In partnership with leadership and the ESG Working Group, ESG-related risks are identified, assessed, and incorporated into the overall risk monitoring activities assigned to senior leaders and their teams. Risks associated with our ESG strategy and goals are evaluated in-depth by the ESG Working Group during regularly held meetings designed to discuss, plan, and implement ESG-related initiatives and timelines. This activity includes assigning action items to various functions to address and mitigate risk. The results of these activities are presented to the Board and Executive and Senior Leadership Teams to prioritize resource allocation and provide overall awareness.
ABOUT

FRAMEWORK ALIGNMENT AND INITIATIVES

This report details Crocs’ recent ESG efforts and future goals as well as provides a baseline that allows the company to track and trend our progress against our ESG KPIs. It includes both qualitative themes, disclosures, and quantitative metrics, such as the carbon footprints of key footwear styles and our Crocs Cares and Come As You Are (CAYA) programs. Additionally, Crocs has leveraged SASB, TCFD, and the UN SDGs to inform our ESG practices and disclosures.

THE SASB FRAMEWORK
In line with investor expectations, Crocs is aligning our disclosures to the Sustainable Accounting Standards Board (SASB) framework—now known as the Value Reporting Foundation—for this 2021 report. Disclosing to the SASB Framework allows us to provide meaningful metrics and disclosures that are in line with market expectations and peer performance. Our SASB disclosures will be found throughout this report and in a table in the appendix.

TCFD
In our 2021 disclosure, Crocs has taken the initial step to align to the Task Force on Climate-Related Financial Disclosures (TCFD) framework as a critical element of our risk management strategy.

SDG COMMITMENT
In support of the UN Sustainable Development Goals (SDGs) commitment “to achieve a better and more sustainable future for all”, Crocs has chosen seven SDGs to which we feel we can make the most impact based on our business operations and ambitions. Making meaningful contributions to these goals underpins our ESG strategy. We report on progress on each of these goals throughout the report.
PANDEMIC RESPONSE

The COVID-19 pandemic has presented unique challenges to businesses and communities alike, and Crocs is proud of its commitment to the safety of our people and the communities in which we operate. From the very onset of the COVID-19 pandemic, Crocs implemented and promoted health and safety standards and protocols in accordance with all national, state, and local guidelines. We closed offices and implemented social distancing and safety measures to protect our workforce and our customers. In all of our manufacturing facilities across the globe, we implemented safety protocols, taking guidance from the Center for Disease Control (CDC) and the World Health Organization (WHO), who recommends regular cleaning as one of the most important preventive measures a company can take. Our product handling facilities, distribution centers, and retail stores continue to be regularly cleaned. In the height of the pandemic, some of our retail locations were closed in order to keep our employees and communities safe. Crocs’ COVID-19 practices continued in 2021 as CDC guidance and national, state and local guidelines changed and as the Delta and Omicron variants persisted.

In the supply chain, to make sure product is delivered safely, Crocs proactively communicated with consumers the potential for delays, and our dedicated customer service team stood ready to help consumers navigate any delivery challenges.

Crocs’ COVID practices and protocols ensure the health and safety of our workforce. Following CDC guidance and local guidelines, we staged scheduling, temperature scanning, masking, and protocol development to drive contact tracing. To provide continued engagement, guidance and communications when employees were remote, Crocs initiated weekly Town Halls in which leadership discussed COVID-19 safety protocols and plans. Information sharing and transparency remains a priority for us, and we intend to continue informing and educating our employees about the evolving COVID-19 protocols, risks and safety expectations. Crocs strongly encourages employees to get vaccinated and implemented an incentive program ($100) to encourage our U.S. workforce. We will continue to monitor the effects of the pandemic and update our protocols accordingly.

At Crocs offices, the pandemic gave us the opportunity to partner with our employees and understand their work preferences. This partnership led to the creation of a role-based approach to workplace flexibility catered to the needs of each employee and Crocs. Refer to the “Workplace Flexibility” section of this report for additional information on our new role-based “persona” approach. Similarly, our IT infrastructure was well established and prepared for remote working before COVID-19. When the time came to transition to remote work during the pandemic, it was seamless and easy for employees to work remotely without disrupting the workflow.

Crocs strives to make employees comfortable by allowing them to work in ways that are most suitable to them. Although initially implemented during the COVID-19 pandemic, this flexibility is a blueprint for our future. Our new flexibilities seek to address the varying mental health needs of our employees, striving towards a model of transparency, communication, and total health.

During the COVID-19 pandemic, Crocs also created our “Free Pair for Healthcare” campaign to support healthcare heroes on the frontlines of COVID-19. We are grateful to everyone who has responded, but most especially to those who have taken care of us day in and day out.

Since the spring of 2020, Crocs has donated over 910,000 free pairs of shoes to healthcare heroes on the frontlines of the COVID-19 pandemic as part of our #FreePairForHealthcare campaign. In 2020, we were able to donate shoes to healthcare facilities and individuals around the world, donating up to 20,000 pairs of shoes each day for more than six weeks. The effort was continued during National Nurses Week in 2021 when we again gave away just over 50,000 pairs of shoes to healthcare heroes in the U.S. We’re amazed at how far we’ve come in the past two years, thanks to the tireless efforts of healthcare workers. As a company, we’re proud to provide a little more comfort to our healthcare heroes with our comfortable and versatile footwear for long days and nights on their feet.
ECONOMIC
Crocs reported strong economic performance throughout the entirety of 2021, with revenues up 64% to $460 million in Q1, 93% in Q2 to $641 million, 73% to $626 million in Q3 and 43% to $587 million in Q4. Full year revenues for 2021 increased 67% to a record $2.3 billion. “A strong 2021 holiday season completed a very successful year for our brand. We achieved incredible results with record revenues of $2.3 billion, 67% revenue growth and industry-leading 30% adjusted operating margin,” said Andrew Rees, Chief Executive Officer, and “our fourth straight year of revenue growth was fueled by continued strong consumer demand for the Crocs brand globally. We are excited about our sustainable growth trajectory.” In 2021, revenue growth was strong in all regions, with the Americas up 85.9%, Europe, Middle East, and Africa (“EMEA”) up 41.7%, and Asia Pacific (“APAC”) up 21.5% on a constant currency basis versus prior year.

ESG
Crocs is committed to reducing our environmental impact by focusing on sustainability initiatives throughout our operations, supply chain and product lifecycle. Crocs’ shoes already have a low carbon footprint compared to many other iconic footwear styles. However, we won’t be satisfied until we reach Net Zero by 2030. Crocs will provide Scope 1 and 2 and Scope 3 emissions in our 2022 ESG Update, establishing 2021 as our baseline emissions year. Our sustainability efforts are focused on both emissions reduction and improvement initiatives within the areas of sustainable ingredients, resource use, packaging, and product end of life. Our ongoing membership with the Sustainable Apparel Coalition (SAC) allows us to ensure our efforts are aligned with industry guidance and best practices, and we will be utilizing the Higg Index suite of tools for the purpose of baselining and establishing goals across energy use, water use, and waste reduction/disposal. Crocs is also using the Higg Product Module and the Higg Materials Sustainability Index database to conduct lifecycle assessments of our footwear.

In 2021, we collaborated with Dow Chemical to implement a bio-based version of Croslite®, which also contributed to UN Sustainable Development Goal #17 on ‘Partnerships for the Goals.’ We also became a 100% vegan brand in 2021 and we have identified sustainable packaging alternatives which will be implemented in 2022.

Crocs has developed several strategic partnerships to advance our ESG goals, including partnerships with thredUP, Soles4Souls, and Feeding America. Among other initiatives, Crocs is also a premier partner of the UN Foundation’s #EqualEverywhere: Champions for Change campaign, promoting a global push for gender equality. We also remain committed to best serving our employees, customers, and the greater community. We increased our hourly workers average wage above $15 in the U.S. and Puerto Rico, we launched our Come As You Are (CAYA) Councils globally to involve employees in inclusivity policies and are expanding our workforce diversity through enhanced DE&I hiring strategies. We are proud to report more than half of our U.S. workforce identifies as a person of color and two thirds of our global workforce identifies as female. In 2021 we donated more than 150,000 pairs of shoes globally across multiple organizations. Additionally, thanks to the generosity of our consumers, Crocs also raised nearly $2.5 million for Feeding America, enabling over 25 million meals for those in need.
Creating a more comfortable world starts with the planet on which we walk. We are committed to reducing our environmental impact by focusing on sustainability initiatives throughout our operations, supply chain, and product lifecycle. We are evolving our sustainability practices in an effort to minimize our environmental footprint and maximize our positive global impact. As a responsible brand, we are committed to not only provide comfort for our consumers but comfort for the planet as well.

As part of our larger sustainability initiatives, the Crocs brand has launched a “Comfort Without Carbon” commitment, pledging to become Net Zero by 2030, and within this, reduce product emissions 50% per pair by 2030. We are proud of the low carbon footprint associated with our products and will continue working to reduce our impact. In 2021, Crocs began incorporating a more sustainable bio-based Croslite™ material, the predominant material in our footwear, to reduce the environmental impact in the production of the majority of our products.

Crocs is also focusing efforts around minimizing the impact our packaging has on the environment. We have also identified more sustainable packaging alternatives which will be implemented in 2022.

Further, Crocs is exploring renewable energy sources and solutions for keeping end-of-life product out of landfills. Together these initiatives help us do our part to create comfort without carbon for the planet.

GOVERNANCE OF ENVIRONMENTAL SUSTAINABILITY

As discussed in our Governance of ESG section, ESG related risks and opportunities are managed by our ESG Working Group with oversight from leadership and ultimately the Board. As part of this structure, sustainability and product innovation teams play a central role in managing our environmental and climate change risks, as well as implementing our overall sustainability strategy.

Leadership meets quarterly to review Crocs’ environmental sustainability strategy, helping Crocs to adapt to future environmental implications. Climate Change is integrated into discussions throughout the company and is part of our key strategic decision-making considerations, particularly as it relates to our overarching sustainability goal to achieve Net Zero by 2030. We craft our strategies to manage climate-related risks with the input of not only the Crocs leadership team, but with insights from employees across many areas of our business.

NET ZERO BY 2030
CLIMATE-RELATED RISK STRATEGY
As a consumer goods company, Crocs has identified climate-related risks and opportunities over the short, medium, and long term as well as the impact they have on our strategy and operations. These include both physical and transitional risks as well as climate-related opportunities.

PHYSICAL RISKS
The effects of climate change, including natural disasters such as earthquakes, hurricanes, tsunamis, or other adverse weather and climate conditions could harm or disrupt our operations or the operations of our vendors, other suppliers, or consumers. This could include damage to our supply chain manufacturing or distribution centers, retail stores, and energy shortages.

POTENTIAL TRANSITION RISKS
Regulatory Risks
• Pricing on greenhouse gas (GHG) emissions, including carbon taxes
• Product labeling regulations
• Measuring and reporting resource use and efficiency

Market Risks
• Changes in consumer preferences or spending priorities
• Investor expectations for sustainability performance
• Shifts in business strategy to achieve our goals
• Increased prices of raw materials and operations

Reputational Risks
• Increased stakeholder concern

Technology Risks
• Availability and accessibility of renewable and alternative energy sources

CLIMATE-RELATED OPPORTUNITIES
As consumer preferences shift towards more environmentally friendly products, Crocs has an opportunity to develop sustainable products that will increase brand desirability. This opportunity is already proving to be feasible through bio-based materials and packaging innovation.
EMISSIONS MANAGEMENT
In line with Crocs’ commitment to reducing our environmental footprint and continuing to evolve our ESG strategy, in 2021 we established our ambition of becoming Net Zero by 2030. While we are proud of this effort, we understand that transparency of our efforts towards reaching this target is necessary for our stakeholders. In the future, we plan to release interim reduction targets and emissions data after conducting a complete analysis of our emissions profile across the three scopes of emissions. Crocs will provide Scope 1 and 2 and Scope 3 emissions in our 2022 ESG Update, establishing 2021 as our baseline year for tracking progress on emissions reduction. Our overall approach to achieving this goal includes reducing emissions where possible within our products and supply chain and potentially through activities such as procuring renewable energy for our offices and distribution centers. Wherever reduction is not possible, Crocs will work to neutralize residual emissions through verified removal projects.

SCOPE 1 AND 2
Upon completion of our full scope carbon footprinting, we will create a carbon reduction roadmap and identify a variety of strategies to reduce and remove emissions across priority sources.

SCOPE 3
Scope 3 emissions make up the majority of total GHG emissions for Crocs. Many aspects of our supply chain and operations have Scope 3 emissions implications and we will focus initially on sustainable ingredients and packaging.

TRANSITIONING TO SUSTAINABLE INGREDIENTS:
At 2.56 kg CO₂ eq. per pair of Classic Clogs*, Crocs shoes already have a low footprint versus key competitors. In efforts to reduce this even further, Crocs has already begun integrating a more sustainable bio-based Croslite™ material, the predominant material in our footwear, to reduce the environmental impact in the production of the majority of our products. Crocs will continue to explore and identify sustainable materials and product ingredients to further reduce emissions and waste.

MINIMIZING THE IMPACT OF PACKAGING:
We have identified more sustainable alternatives for many of our consumer-facing packaging components which will be implemented in 2022. These alternatives include the integration of both post-industrial and post-consumer recycled materials, reducing our reliance on virgin material which will help to reduce our overall packaging emissions. Crocs will continue to explore and identify sustainable alternatives for other elements of its packaging in order to further reduce emissions.

Chart is for illustrative purposes; path to Net Zero will be refined and roadmap delivered in a future ESG update.
As a footwear company, we know that our products are a large contributor to our overall emissions portfolio. To enable our consumers to make more informed purchasing decisions and better understand the impact of our products, we are embracing transparency and are working to calculate and disclose the emissions impact of our footwear. We have worked diligently to define a uniform approach which will ensure consistency of Crocs’ footwear carbon footprints, including establishing the following guidelines:

- Footwear carbon footprints will be calculated utilizing industry recognized sample sizes across our product classifications: Men’s (M9), Women’s (W7), Unisex (W7), Junior (J2), and Children’s (C10)
- Calculations will be conducted within the Higg Product Module utilizing primary data inputs (where available) and the Higg MSI database
- Carbon footprints will be calculated according to the Higg Product Module boundaries, which assesses cradle-to-grave impacts
- Product footprints will be recalculated on a regular basis, which will account for updates within Higg systems, additional primary data collection, updated primary and secondary data, and emissions reductions due to successful implementation of Crocs’ sustainability initiatives

In July of 2021, we calculated and shared the carbon footprint of our iconic Classic Clog at 3.94kg CO2*eq. As a result of our newly established guidelines as outlined above, and ongoing conversations with Higg to better understand the impact of our products, we have recalculated the carbon footprint of our Classic Clog based upon changes across the following areas:

- **ADOPTION OF SAMPLE SIZING**
  The previous carbon footprint shared was based upon a size M9 pair of Classic Clogs. As the Classic Clog is considered a Unisex item, the footprint has been recalculated based upon a size W7 to adhere to our newly established sample size criteria.

- **MORE ACCURATE PACKAGING IMPACTS**
  The previous footprint shared utilized standard packaging impacts as provided from within the Higg Product Module. We have since created our own packaging components within the Higg Product Module to more accurately represent packaging utilized for Crocs’ footwear.

- **MORE ACCURATE MANUFACTURING IMPACTS**
  Through conversations with Higg, we identified an opportunity to more accurately represent the impact of our product manufacturing considering the large utilization of injection molding within our product lines.

Based upon the above updates, we have calculated that each pair of Classic Clogs currently produces 2.56 kg CO2* eq. This updated carbon footprint will serve as the baseline of our Classic Clog, which we will utilize to track our target of a 50% reduction in emissions per pair of shoes by 2030.

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<thead>
<tr>
<th>Product</th>
<th>Carbon Footprint kg CO2* eq</th>
<th>Per Pair</th>
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<tbody>
<tr>
<td>Classic Clog</td>
<td>2.56</td>
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<tr>
<td>Classic Slide</td>
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<tr>
<td>Kids’ Classic Clog</td>
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<td>Kids’ Baya Clog</td>
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<tr>
<td>Kids’ Classic Clog w/ Graphic</td>
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<tr>
<td>Kids’ Boyshead Clog</td>
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<td>Crocband</td>
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</tr>
<tr>
<td>Kids’ Literide Clog</td>
<td>3.89</td>
<td></td>
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<tr>
<td>Boyshead Clog</td>
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<td></td>
</tr>
<tr>
<td>Bistro Clog</td>
<td>3.96</td>
<td></td>
</tr>
<tr>
<td>Bistro Clog w/ Graphic</td>
<td>3.97</td>
<td></td>
</tr>
<tr>
<td>Classic Lined Clog</td>
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<td></td>
</tr>
<tr>
<td>Literride Clog</td>
<td>5.15</td>
<td></td>
</tr>
<tr>
<td>Santa Cruz</td>
<td>6.28</td>
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</tr>
</tbody>
</table>

These metrics were calculated using the Higg Product Module 1.0 at Higg.org. These calculations were conducted internally and represent a cradle-to-grave impact.

**TARGET: REDUCE PRODUCT EMISSIONS**

**50% PER PAIR BY 2030**

*As part of our overall sustainability initiatives.
CARBON FOOTPRINT OF THE CLASSIC CLOG

2.56 KG CO2 EQ. PER PAIR

WE ARE HERE

WHERE WE’LL BE BY 2030*

*This metric was calculated using the Higg Product Module 1.0 at Higg.org. This calculation was conducted internally and represents a cradle-to-grave impact.

CASE STUDY: DAYTON, OH DISTRIBUTION CENTER

Crocs’ storage and fulfillment facility in Dayton, OH was awarded a One Green Globes Certification for New Construction, demonstrating a commitment to environmental efficiency practices. Throughout construction, the facility recycled more than 75% of its construction waste, had VOC limits, maintained indoor air quality standards, and specified sustainable design and construction materials.
In 2021, Crocs became a 100% vegan brand, eliminating animal derived materials from our products. Eliminating materials such as leather and wool aligns with growing consumer sentiment, while also reducing our environmental impacts across areas such as emissions, waste, and water usage, further extending our reach as a sustainable brand.

WASTE MANAGEMENT
As a consumer goods company, waste management is an important part of addressing environmental risk in our supply chain. The Crocs brand is working to reduce our waste in manufacturing, distribution, and end-of-life to promote a more circular economy. We employ a variety of methods including:

- Recycling Materials / Recycled Content: In the production of our shoes, scrap material waste is inevitably created, which we work with our third-party suppliers to collect and reuse wherever possible. This material is recycled and used to produce additional pairs of Crocs shoes, reducing the amount of virgin materials needed for production and minimizing production waste.

- Minimizing Packaging: The majority of Crocs products are sold without shoe boxes, minimizing overall environmental impact and packaging waste.

- End-of-life Solutions: Crocs is currently exploring solutions to further reduce waste from damaged and used product, with a goal of keeping shoes on feet for as long as possible and a desire to enable a circular supply chain in the future.

Crocs’ is utilizing the Higg Index suite of tools to establish a baseline for waste reduction/disposal, facilitating the development of a strategy geared to responsibly managing waste. As we develop our long-term goals and programs, we have already taken the small yet impactful step to implement waste reduction and recycling efforts in our offices and distribution centers.

Approximately 17% of our Tier 1 factories and 9% of our Tier 2 suppliers, have already completed Higg FEM’s self-assessment in the last two years. We plan to roll out the Higg FEM module to additional suppliers according to the Sustainable Apparel Coalition guidelines, prioritizing based on the business volume of our suppliers.

HIGG INDEX
The Higg Index is comprised of a core set of five tools that together assess the social and environmental performance of the value chain and the environmental impacts of products. These tools include the Higg Facility Environmental Module (FEM), the Higg Facility Social & Labor Module (FSLM), the Higg Brand & Retail Module (BRM), the Higg Materials Sustainability Index (MSI), and the Higg Product Module (PM). These tools enable Crocs to assess our environmental impact, baseline, collect data and establish goals.

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RAW MATERIALS
Croslite™, Crocs’ proprietary closed-cell resin, incorporates the primary material formulations used in the vast majority of our footwear. Our Croslite™ materials are formulated to create soft, comfortable, lightweight, non-marking, and odor-resistant footwear. We continue to invest in research and development to refine our materials to enhance these properties, develop new properties for specific applications, as well as reduce our environmental impact through the various ESG initiatives described in the previous section.

Croslite™ is produced by compounding elastomer resins together with certain other production inputs such as color dyes. Multiple suppliers produce the elastomer resins used in the Croslite™ material.

In the future, Crocs may identify and utilize materials produced by other suppliers as an alternative to, or in addition to, those elastomer resins. The other raw materials that we use to produce the Croslite™ formulations are readily available for purchase from multiple suppliers.

Some of the products we offer are constructed using textile fabrics or other material formulations, such as those we brand as LiteRide™. These materials are obtained from a number of third-party sources, and we believe these materials are also broadly available for use in future production.

Crocs risks associated with raw materials throughout the supply chain include:

- 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;
- 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.

Crocs manages the social and environmental risks associated with the sourcing of Croslite™ and other raw materials by ensuring that our third-party manufacturers adhere to labor, environmental and other applicable laws through strong contractual representations warranties in our manufacturing agreements, signing of a yearly statement of compliance, and regular internal and third-party audits.

SASB: CG-AA.440.a.1

TOP USED MATERIALS IN CROCS FOOTWEAR

<table>
<thead>
<tr>
<th>MATERIAL</th>
<th>% OF MATERIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVA COMPOUND (CROSLITE)</td>
<td>88.32%</td>
</tr>
<tr>
<td>POLYESTER/FIBER TEXTILE</td>
<td>4.05%</td>
</tr>
<tr>
<td>TPU</td>
<td>2.30%</td>
</tr>
<tr>
<td>PE/PET</td>
<td>2.33%</td>
</tr>
<tr>
<td>RUBBER</td>
<td>1.43%</td>
</tr>
<tr>
<td>NYLON</td>
<td>0.82%</td>
</tr>
<tr>
<td>PU</td>
<td>0.32%</td>
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<tr>
<td>COTTON TEXTILE</td>
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<tr>
<td>PVC</td>
<td>0.18%</td>
</tr>
<tr>
<td>OTHERS</td>
<td>0.10%</td>
</tr>
</tbody>
</table>
SUSTAINABLE INGREDIENTS

BIO-BASED MATERIALS

When examining the footprint of our products, materials are a large contributor to GHG emissions. As such, Crocs has prioritized developing more sustainable materials to reduce the environmental impact of our products.

Prioritizing our most used material first, we began work to develop a sustainable alternative for our Croslite™ foam - the predominant material in Crocs’ footwear. In collaboration with Dow®, a global materials science company, Crocs was proud to introduce a more sustainable bio-based version of our Croslite™ foam in 2021. The new material incorporates Dow’s new ECOLIBRIUM™ Technology that transforms sustainably sourced bio-waste and byproducts from other industries into a material that has the comfort you expect from Crocs, but with a lower footprint.

What sets us apart is that with the introduction of this new bio-based Croslite™, Crocs is uniquely positioned to create lower carbon footprint footwear by modifying its existing iconic product as opposed to creating a new and separate sustainable line. The result is a shoe that looks, feels and functions exactly like the Crocs consumers know and love, but with less emissions. Becoming available to purchase around the world in 2022, the only decision consumers will have to make is ‘what colors should I get?’ because with Crocs, “Green Comes in Every Color.”

While there is still work to be done to scale bio-based Croslite™ across our supply chain and product line, we are proud of this step towards reducing the impact of our materials and becoming a more sustainable footwear brand. In addition to scaling efforts for bio-based Croslite™, further material exploration is underway as Crocs continues to identify opportunities to reduce the impact of our product lines through materials innovation.

Our bio-based Croslite™ utilizes special resins supplied by Dow Chemical that are certified ISCC PLUS under The International Sustainability & Carbon Certification (ISCC). We plan to report on the percentages of our bio-based materials that have this certification in 2022.

SAME CROCS, LOWER FOOTPRINT

How do you produce Crocs shoes with the same look, feel and performance but with a lower carbon footprint? This is the challenge Crocs gave one of our suppliers, Dow, when we were looking for ways to reduce our emissions through more sustainable product ingredients. As a pioneering materials science company that shares our focus on sustainability, Dow welcomed the challenge – and set about investigating lower emissions alternatives to resins utilized within Croslite™ foam, the main material used in Crocs footwear.

The project was one of the first uses of Dow’s innovative ECOLIBRIUM™ manufacturing approach, which balances material performance with environmental impact. The result: a more sustainable version of Croslite™, incorporating resins made from sustainably sourced bio-waste and byproducts from other industries such as used cooking oil. Independently verified and certified ISCC PLUS through the International Sustainability and Carbon Certification (ISCC), these sustainable resins enable us to reduce the impact of all of our current footwear containing Croslite™ instead of creating a separate sustainable line. This approach enables significant emissions reduction across our entire product line and is a major step towards our target of reducing our product emissions 50% per pair by 2030. As we continue to scale bio-based Croslite™ across our supply chain and product lines, we are excited to continue working with Dow to further close the loop on polymers through exploration of advanced recycling technologies.
PACKAGING
A portion of Crocs’ environmental impact comes from the packaging of our products. We are working to reduce packaging by eliminating shoe boxes where possible. We select packaging materials that are recyclable, though we know that for certain material types, access and infrastructure for recycling is often limited. We will continue to work on solutions that consider both the materials used and the end-of-life opportunities, including recyclability. We have also already identified more sustainable alternatives for many of our consumer-facing packaging components which will be implemented in 2022. These alternatives include the integration of both post-industrial and post-consumer recycled materials, reducing our reliance on virgin materials which will help to reduce our overall packaging emissions.

‘END-OF-LIFE’ SOLUTIONS
While we are exploring a circular supply chain in the long-term, we are identifying better end-of-life solutions for our products. As such, Crocs is exploring solutions encompassing donations, re-commerce, and recycling in an effort to divert product from landfills and keep shoes on feet for as long as possible. Crocs is proud to share the launch of our partnership with thredUP, providing a re-commerce solution for our consumers. Additionally, our brand is proud to report that we’ve kept hundreds of thousands of pairs of shoes from landfills over the past five years by donating unsellable Crocs to Soles4Souls to benefit those in need around the world.

CASE STUDY: THREEDUP
thredUP is one of the world’s largest online consignment and thrift stores committed to keeping fashion waste out of landfills. thredUP’s industry revered Clean Out Kits give consumers an easy way to clean out their closets while keeping clothes in use and out of landfills. Any items ineligible for consignment are reused or responsibly recycled. Crocs partnered with thredUP to give previously loved items a second life and help create a more comfortable world. Through the partnership, Crocs customers can order a free Clean Out Kit to send their gently used styles (from any brand) back to thredUP for processing. In return, they’ll receive Crocs shopping credit (along with a bonus credit) to shop their favorites on crocs.com. Together with thredUP, Crocs is committed to slowing down fashion waste and its impact on our planet.
SOCIAL: COMMUNITY AND INCLUSIVITY

COMFORT FOR OUR COMMUNITIES
COMFORT FOR ALL PEOPLE
Our invitation to “Come As You Are” is more than just a brand tagline. At Crocs, Our Vision to “Make Everyone Comfortable in Their Own Shoes” starts with our people. As of December 31, 2021, we employed approximately 5,770 employees in the Americas, EMEA, and APAC. This includes approximately 3,300 employees in our retail stores, 1,400 employees at our corporate/regional offices, and 1,000 employees at our distribution centers.

As we continue to grow as an organization, we remain dedicated to ensuring that our culture grows with us as we provide comfort for all people.

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We are proud of our culture of inclusion – empowering our employees to be their true selves and come as they are. Crocs launched our Come As You Are (CAYA) Councils globally in 2021, creating four employee-led councils in decision-making about our policies and approach to inclusivity. We implement regular employee listening surveys, review talent & succession plans annually, and promote diversity at all levels through enhanced DE&I hiring strategies. Crocs strives to create an environment in which employees can freely contribute regardless of gender, age, race, ethnicity, national origin, disability, religion, immigration status, or sexual orientation, gender identity and expression, or any other status protected by law. Our Employee Handbooks and Code of Ethics codifies these values.

Inclusivity extends beyond our walls to our critical partnerships and supplier engagements. For this reason, Crocs has implemented measures to ensure our supply chain complies with our human rights and labor standards, including utilizing internal and external parties to conduct social compliance audits, both scheduled and unannounced. We also maintain a factory Social Compliance Code of Conduct (“Code of Conduct”) and a certification process, verifying that their operations are in compliance with local laws and customs regarding hiring practices, wages, and working conditions.

In our Governance of ESG section, we discuss the overall management of ESG risks and opportunities. Risks and opportunities related to human rights, the workforce, and community relations are overseen and managed as part of this structure. Crocs’ HR and workforce experience teams are integral to our employee engagement and human capital management strategies. Individuals from each of these teams serve as members of the ESG working group. They help to identify risks and opportunities associated with the social pillar and develop strategies to manage these risks.

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**GOVERNANCE OF SOCIAL RISKS AND OPPORTUNITIES**

**COMFORT AT CROCS’ HQ**

Crocs’ corporate headquarters in Broomfield, CO, is intended to be a home for work. We have a wall at the main entrance highlighting CAYA, with “Come as You Are” in large letters to welcome all that walk in our doors. Our headquarters embodies our Delightfully Democratic values, with an accessible and open floor plan. The headquarters has unisex and same-sex bathrooms, a gym, cafeteria, and a lounge for employees to relax, socialize and collaborate. Our cafeteria is subsidized and serves breakfast, lunch, and snacks to ensure our employees and visitors are well-nourished.

We use compostable and recyclable dining materials, with recycling bins, water fill stations, and live plants lining the building. We also promote the mental health and wellbeing of our employees by including a spin bike and treadmill room, as well as a bike storage room and EV charging stations to help facilitate sustainable transportation. Finally, we have three private wellness rooms, available for Crocs employees to book at their convenience to take time away for virtual medical appointments, meditation, or any other wellness needs.
CROCS CARES
The Crocs brand is dedicated to living its values, and through the global “Crocs Cares” program, we focus on providing shoes, funds and employee time to address timely human needs, to support social inclusion and equality, and to enable our employees to collaborate within their local communities.

PROVIDING SHOES, FUNDS, AND TIME
Crocs is deeply committed to engaging in a variety of philanthropic initiatives through Crocs Cares such as “Free Pair for Healthcare,” as well as partnerships with Feeding America, the United Nations Foundation, UNICEF, and other organizations. By providing funding, donating shoes, and showing up for communities through employee volunteerism and donations, we hope to positively impact the communities in which we operate and beyond.

As a company, we take the time to identify impactful social investment and donation opportunities that make a difference within local communities and align with our brand values in order for the company to have a meaningful, magnified global impact. Each year, Crocs has an established budget for monetary donations. At Crocs, we focus our philanthropic donations on both a regional and global scale, in an effort to partner with many different organizations and establish a broad reach. Our executive leadership team previews each giving initiative to ensure we are addressing relevant causes and partnering with ethical organizations. We align our giving to our brand values of making Everyone Comfortable in their Own Shoes and being Delightfully Democratic.

Further, through Crocs Cares, we have provided donations and employee volunteer support to communities in times of need. In the past, this has included those devastated by Hurricane Ida in the U.S., communities severely impacted by COVID-19 in the Quang Nam province in Vietnam, and communities of Afghan Refugees reestablishing themselves in the U.S. to help provide some sense of comfort to individuals navigating challenging and distressing circumstances.
GLAAD
Crocs celebrated Pride month with a bold and expressive collection that celebrated love and encouraged everyone to be their most authentic selves. Further demonstrating the brand’s commitment to inclusivity and equality, Crocs proudly partnered with GLAAD, a leading media advocacy organization working to accelerate LGBTQ+ acceptance, to drive awareness around the organization’s efforts to create a world for everyone to come as they are.

MILE HIGH UNITED WAY – SCHOOL SUPPLIES
In partnership with Mile High United Way, Crocs donated backpacks and school supplies to children in need. This initiative was centered around our commitment to provide comfort to our communities, helping children to feel comfortable and supported going into the academic year. In 2021, over 90 Crocs employees from the Broomfield headquarters volunteered in this effort, providing supplies to schools throughout the local community.

SPECIAL OLYMPICS
As a company of ‘every-bodies’, Crocs is proud to be able to support the adaptive needs community through our partnership with Special Olympics. This community uniquely relies on Crocs shoes for comfortable footwear that is easy to maneuver on and off. During the 2021 holiday season, we partnered with Special Olympics from December 1st–December 12th as part of the organization’s “12 Days of Inclusivity” campaign, aimed at driving awareness and education around adaptive needs. To date, we have also donated nearly 3,500 shoes across four different chapters of Special Olympics around the U.S. and look forward to expanding upon this moving forward.

SOLES4SOULS
As part of our commitment to provide comfort to those who need it most, Crocs has worked closely with global non-profit Soles4Souls to reach underserved communities around the world. As part of these campaigns, in 2021 Crocs Cares donated more than 30,000 pairs of shoes globally, including a donation of nearly 10,000 pairs of shoes that went to Quang Nam Province, in Central Vietnam. The donation benefited children from 8 districts within the province that were severely impacted by COVID-19. This effort was in tandem with Vietnamese National Women’s Day in November in 2021 as well as Crocs “Croctober.”

SUPPORTING RESTAURANT INDUSTRY WORKERS
In support of restaurant staff and workers across the U.S., Crocs teamed up with Los Angeles’ Family Style Food Festival (FSF) in the fall of 2021 to give out 10,000 pairs of Crocs At Work™ shoes to those in the culinary industry. As part of the FSF “Sole of the Kitchen” campaign, the duo set out to create inspiration for acts of kindness within the culinary community and beyond. The shoes were given away through a mix of on site and online entries where anyone could sign up and enter on behalf of the restaurant they believed to be most worthy of winning Crocs for the entire staff.

UNICEF DONATIONS
In 2021, Crocs donated 30,000 pairs of shoes to children in one of the largest Syrian refugee settlements in Jordan, providing shoes for young people displaced by over a decade of war.
**VETERANS AND ARMED SERVICES SUPPORT**
Crocs is thankful to those who have served, are serving, and to those veterans that we’re privileged to have as part of the Crocs family. In 2021, Crocs was proud to provide comfort to our U.S. service men, women and families through our support of Hope For The Warriors, a national organization that provides life-transforming services to the post-9/11 warrior community — active duty and veterans, military families and caregivers, and families of the fallen. Crocs donated funds and shoes to benefit the many comprehensive support programs provided through Hope For The Warriors that focus on transition, health and wellness, peer engagement, and connections to community resources.

Additionally in 2021, Crocs officially launched a new online Military Discount program that offers 15% off for U.S. military personnel to continue honoring our veterans and active military men and women not only on Veteran’s Day but every day. The same discount is already offered at Crocs retail stores.

**UN #EQUALEVERYWHERE CAMPAIGN**
In 2021, Crocs became a premier partner of the UN Foundation’s #EqualEverywhere: Champions for Change campaign, promoting their global push for gender equality. At Crocs, two thirds of our global workforce is female, with 53% of our senior leadership team being female. As a brand, we embrace gender equality and strive to push for greater equality in a global context. As part of the #EqualEverywhere campaign, we engaged our teams within the company, both global and domestic, including our third-party partners. Each Crocs team and partner crafted pledges they could take within their operations to promote greater gender equality, driving awareness of Crocs’ commitment to support women in every country and in every aspect of life. Further, Crocs has participated in various UN panels with our leadership team to address the problem of global gender inequality.

**CASE STUDY: FEEDING AMERICA PARTNERSHIP FOR ZERO HUNGER**
As part of Crocs’ commitment within the United Nations Sustainable Development Goals (SDG), we seek to align our philanthropy efforts with SDG 2, Zero Hunger. Thanks to corporate donations and the generosity of our consumers, we raised nearly $1 million in the first six months of our partnership with Feeding America in 2020, enabling nearly 10 million meals for those in need. The partnership continued throughout 2021, and we were able to raise nearly $2.5 million to enable nearly 25 million meals for individuals and families who need it most. Through our partnership to date, we are proud to have raised over $3 million to help fight hunger with Feeding America. To achieve this success, in addition to bulk corporate donations, we’ve implemented a consumer collection program at retail and ecommerce checkouts, where consumers are encouraged to give donations alongside their purchase.

Part of the success of the donations in 2021 can be attributed to funds raised in September when U.S. Crocs retail stores participated in Feeding America’s Hunger Action Month to help raise awareness of food insecurity in their local communities. Together, the stores raised nearly $220,000 throughout the month and Crocs employees wore orange on Hunger Action Day to further draw additional attention to and drive awareness around the cause.

Crocs has also lent support to our local food bank on numerous occasions. To date, we’ve held a food drive at our facilities in Dayton, OH, and have also organized volunteer opportunities for our Broomfield employees to support the Food Bank of the Rockies.

**CASE STUDY: UN PARTNERSHIP FOR GENDER EQUALITY**
"
Croc's robust benefits programs vary by geography and serve to attract and retain our employees. In our spirit of comfort, U.S.-based corporate employees have flexible time off with no maximum of vacation days, and robust vacation and time off accruals for our retail and distribution center staff. Our 401K plans cover all of our U.S. employees. Throughout the globe and across all functions of the business, employees can volunteer one paid day or eight hours per year at an organization of their choosing. Further, our headquarters, offices, and retail stores organize several volunteer events each year where employees participate.

As part of Croc's commitment to human rights, we adhere to human rights principles as defined by international standards. Croc’s commitment to protecting human rights extends to our employees and to the communities in which we operate. Our Code of Conduct stipulates the expectations our workforce must abide by to ensure workforce, community, and third-party welfare. All employees are entitled to work in an environment that is free of any violation of their human rights, including discrimination and harassment. All people at Crocs are treated with respect and as equals.

Investing in talent is a key component of our human capital strategy. Crocs regularly conducts quarterly “Pace Checks” and professional development reviews to ensure employees are supported and receive feedback in the workplace. We invest in our people to support employees’ successful career growth and development. In 2021, 252 corporate employees were promoted globally. We provide a vast array of professional development experiences, aligning talent with our ambitious growth strategy and educational opportunities. Professional development engagements vary across the different areas of our workforce to drive engagements that are tailored to the interests and needs of our workforce.

We recognize that the future of the company stems from the success and engagement of our current employees, and we seek to identify and support our top performers in their growth and advancement.

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Investing in talent is a key component of our human capital strategy. Crocs regularly conducts quarterly “Pace Checks” and professional development reviews to ensure employees are supported and receive feedback in the workplace. We invest in our people to support employees’ successful career growth and development. In 2021, 252 corporate employees were promoted globally. We provide a vast array of professional development experiences, aligning talent with our ambitious growth strategy and educational opportunities. Professional development engagements vary across the different areas of our workforce to drive engagements that are tailored to the interests and needs of our workforce.

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PAY EQUITY AND COMPENSATION TRANSPARENCY
Crocs is committed to providing an employee value proposition that is compelling, market-competitive, and performance-based. Our compensation programs, practices, and policies reflect this commitment. We aim to generally position total direct compensation within a competitive range of the market median, with differentiation based on tenure, skills, proficiency, and performance to attract and retain key talent. We have taken aggressive steps to advance hourly wages for our workforce across the globe, including ensuring our hourly workers average wage is above $15/hour in the U.S. and Puerto Rico.

To ensure due diligence of our pay structure, Crocs conducted an overarching evaluation of our goals, creating a consistent global grading framework for job evaluation and compensation. This structure aligns job by job in each region, establishing specifics for each role in that market. Further, we provide a transparent reporting structure to communicate to employees where they fit in our evaluation range, with periodic monitoring to ensure equity.

We have always focused on paying employees fairly for the work they do and making pay decisions that are free from bias. To this end, we conduct regular external global pay equity audits to ensure we are achieving pay equity for men and women of all genders, races and ethnicities. This means that we provide equal pay for comparable work – which we believe is essential to creating an environment where every employee feels valued and respected. We evaluate pay by analyzing base pay to assess whether employees with similar roles, experience and performance earn equal pay for equal work. We are similarly committed to fixing any disparities we find.

FAIR COMPENSATION THROUGHOUT THE SUPPLY CHAIN
We believe that every worker has a right to compensation for a regular work week that is sufficient to meet the worker’s basic needs and provide some discretionary income. Our business partners are expected to pay at least the minimum wage or the appropriate prevailing wage, whichever is higher, comply with legal requirements on wages, and provide any fringe benefits required by law or contract. We require our business partners to provide to each employee adequate communication of the legally mandated minimum compensation rights.

The United Nations observes International Equal Pay Day each year on September 18th. This holiday brings awareness to the worldwide problem that women and men are still not paid equally for work of equal value. Worldwide, women and girls face historical structural inequalities due to negative gender bias. The bias can limit their access to resources and opportunities.

At Crocs, we work against this problem by following Colorado’s Equal Pay for Equal Work Act. Each role at Crocs has a defined salary range, and we share that salary range in all job postings. By doing this, we ensure equal pay for equal work, no matter the gender of the employee. Enjoy this Jibbitz™ charm, and enjoy knowing that Crocs is looking out for us!
Employee Engagement

Employee satisfaction is extremely important to measure, monitor and track since Crocs’ employees are our greatest asset. We focus on gathering feedback, understanding what we do well and how we can continue to improve the workplace. We conduct employee listening surveys bi-annually through an external party with industry peer benchmarking. These surveys are anonymous, allowing us to gather candid feedback and helping leadership continuously gauge the company’s successes, challenges and opportunities for innovation. We recently had a record level of engagement with these surveys, reporting an 80% response rate and an 80% engagement rate, compared to a peer benchmark of 72%. Crocs continues to use these surveys as a barometer to measure the health, happiness, and productivity of our workforce.

In our most recent survey in 2021, Crocs exceeded peer benchmark scores on 23 of 28 questions, while meeting benchmark for the remaining 5. We are thrilled to report especially strong marks surrounding our questions about diversity and inclusion, further echoing our commitment to and embodiment of our CAYA culture. In Crocs’ most recent survey, our highest rating was in affirmation of the statement, “Crocs makes it easy for people from diverse backgrounds to be accepted,” followed by “Everyone at Crocs is encouraged by management both at the corporate and regional level to conduct business lawfully and ethically” and “I am excited about Crocs’ future.” While the other responses we got were also overwhelmingly positive, our lowest-ranked areas of recognition, communication, and decision-making revealed opportunities to focus on improving.

Crocs promotes our value of Inherent Simplicity in all aspects of our company. We leverage a simple, scalable, global HR foundation with consistent people practices, while providing meaningful on-demand human capital analytics to enable informed people decisions. Finally, we align our organization and key functions with the desired future-state operating model.

Inherent Simplicity

I feel extremely comfortable and confident when I come to work!

We are encouraged to do the right thing even when no one is looking.

I really adore working for my manager. I feel like I am given a seat at the table and my own voice, which is really special.

My boss works incredibly hard and still takes time whenever possible to meet with the team to guide and assist wherever needed.

I can so be myself at work here. I don’t know many companies that I would feel comfortable in where I can literally “dance” in the hallways! YAY Crocs.

My manager goes above and beyond for our team. She is always willing to help us with anything and is an excellent teacher.

Everyone is held accountable and has responsibilities to ensure business is handled properly and efficiently everyday.

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WORKPLACE FLEXIBILITY
The pandemic led us to realize we had an opportunity to partner with our employees and understand their work preferences while maintaining expected roles and responsibilities. Crocs’ IT infrastructure was already well-positioned to facilitate remote working. Crocs believes in work-life evolution and offers workplace flexibility for employees, with flexible in-office and work from home systems catered to the needs of each employee based on their role. Regular, in-person collaboration is critical to maintaining long-term relationships, communication, and a sense of belonging. However, we also recognize the unique needs and preferences of each employee, so we have developed a role-based approach to workplace flexibility. This framework encompasses all Crocs employees and moves on a scale from individual worker to team worker and from static to mobile. We understand our employees have different needs and we strive to make them feel comfortable and productive, whether they are at home, in the office, in our distribution centers, or on the shop floor.

SOCIAL: COMMUNITY AND INCLUSIVITY

RESIDENTS
Residents are Crocs employees that spend 90-100% of their time in the office, composed of employees who, based on the nature of the work, are required to physically come into the work location.

COLLABORATORS
Collaborators spend 60-80% of their time in office, composed of employees who work better together in a common space.

CONNECTORS
Connectors are Crocs employees that spend 40-80% of their time in office, composed of employees who coordinate with a variety of people in different locations and may be in the office on a less consistent basis.

EXPLORERS
Explorers are employees who are likely to be on the road or do not require in person collaboration or office specific technology the majority of the time. They may be asked to visit an office on occasion.
MENTAL HEALTH
We believe it is our responsibility to support the physical and mental health of our employees. Crocs has programs in place around the world that enhance the total wellness of our employees and help address the variety of circumstances that they may face. As part of our robust set of employee benefits, Crocs offers U.S. employees Employee Assistance Programming (EAP), providing free counseling services to employees and their families. We work with employees to understand how they best operate and take into consideration circumstances that promote their mental health and wellbeing, particularly as it applies to workplace flexibility.

In the spring of 2021, Crocs partnered with a consultant to conduct a Mental Health in the Workplace survey to our U.S.-based employees in our corporate, field, distribution center, and retail workforces. The survey collected sentiment and satisfaction levels on current health benefit offerings from Crocs, including mental health benefits and partners as well as policies like time off, paid leave, and bereavement. After assessing the results, Crocs will be implementing a global platform for well-being with an external partner to assist our workforce with all of their physical, emotional, and financial well-being growth journeys.

WORLD MENTAL HEALTH DAY
For World Mental Health Day, October 10th, our U.S. Corporate CAYA Council provided each employee with a Jibbitz™ charm and an informational card as shown below, providing information about Crocs’ robust set of mental health resources and promoting the significance of mental health in the workplace.

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CAYA CULTURE

Crocs celebrates ‘one-of-a-kinds’ and stands together with all kinds, celebrating the diverse individuality of our employees. Every person is encouraged to “Come As You Are” (CAYA). The goal of our CAYA program is to ensure each of our diverse populations are well represented, supported, and have leadership roles in shaping Crocs’ business and engagement strategy. We believe that creating an overarching diversity program is not just the responsibility of a few leaders, but the responsibility of everyone.

CAYA is an integral part of our culture and embodies our values. The culture of CAYA extends into everything we do, including hiring, employee professional development, flexible time off, and our internal structure.

As part of our CAYA program, Crocs has established councils for regions in which we operate, as well as for our corporate offices. These four councils are comprised of employees who are passionate about the Crocs and CAYA mission. The CAYA councils span Crocs’ facilities throughout the globe and ensure that our DE&I initiatives fill in any gaps identified by a broad range of employees, spanning geographies, ethnicities, levels at the company, and many other distinctions. CAYA Councils meet on a regular basis to discuss issues, actions, and suggested changes to company practices in an effort to continuously improve our program. Meetings range in focus from mental health, the inclusion of global holidays, equal pay, and other critical equality and inclusion topics. The proposals derived from these meetings are then shared on a quarterly basis with a global CAYA Steering Committee.

To highlight the impact of our CAYA efforts, Crocs was included in Forbes ‘America’s Best Employers for Diversity 2021’ List. We were also awarded Forbes ‘America’s Best Mid-Size Employers & Newsweek’s Top 100 Most Loved Workplaces for 2021’.

Crocs believes in people-purposed design, and we strive to be recognized as an employer of choice. We enable progressive and personalized professional experiences and aim to align our talent with our ambitious growth strategy. We are Delightfully Democratic, seeking to sustain an inclusive and collaborative culture that embraces all different kinds. Further, we maintain workforce engagement and belonging through listening, transparent communication and empowered leaders and team members.

Crocs’ culture encourages everyone to be Comfortable in Their Own Shoes and is a value we believe builds from the inside out. We celebrate the linkage between our consumer brand and employment brand by highlighting our own consumers and employees in our marketing outreach and promoting comfort in our offices across the globe.

Crocs prioritizes workplace trainings for employees, including trainings on anti-discrimination and unconscious bias. We conduct yearly compliance training for harassment, and new hires go through this training in the first 60 days of their employment. In the spirit of our CAYA culture, we conduct a three-part CAYA inclusion training focused on unconscious bias, available to employees globally as part of the onboarding process. Further, we require employees to complete discrimination training yearly.
ENHANCING WORKFORCE DIVERSITY

Crocs remains committed to expanding our workforce diversity through enhanced DE&I strategies. We are working every day to build a more inclusive workplace where employees are seen, heard, and valued. To understand where we have room to improve, we are actively measuring our progress. We take pride in the female and ethnic representation of our workforce.

We are particularly proud that our Senior Leadership Team has 53% female representation as of December 31, 2021. The Crocs brand will continue to closely partner with the UN Foundation and use our global voice to further educate and drive awareness of the inequalities women and girls face daily around the world.

WE ARE PROUD TO FEATURE CROCS EMPLOYEES IN OUR BRAND CONTENT AS PART OF OUR “EVERY-BODIES” – A BEAUTIFULLY DIVERSE TAPESTRY OF ONE-OF-A-KINDS FROM ALL WALKS OF LIFE AND FROM EVERY CORNER OF THE WORLD

U.S. ETHNICITY BREAKDOWN

- AMERICAN INDIAN OR ALASKAN NATIVE | < 1%
- ASIAN | 4%
- BLACK OR AFRICAN AMERICAN | 19%
- HISPANIC OR LATINO | 24%
- NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER | < 1%
- NOT DISCLOSED | 4%
- TWO OR MORE RACES | 5%
- WHITE | 43%

Diversity statistics are representative of all Crocs’ employees (retail, corporate & distribution centers).

GLOBAL GENDER STATS

TOTAL WORKFORCE

- FEMALE | 67%
- MALE | 33%

PEOPLE MANAGERS

- FEMALE | 53%
- MALE | 47%
SUPPLY CHAIN MANAGEMENT

As a consumer goods company, supply chain management is crucial to our success. We are in constant communication with our third-party suppliers to ensure they are operating to our standards. We assess and audit our supply chain to monitor compliance. We expect our suppliers to operate to the highest health and safety standards and respect globally recognized human rights. By maintaining transparent and ethical relationships with our suppliers, we believe we can effectively manage our human rights and health and safety risks throughout our supply chain. If a supplier is not complying with our standards, we require a Corrective Action Plan (CAP): a continuous-improvement approach developed for each audit to monitor progress and compliance, in order to meet our expectations.

Crocs maintains an Approved Vendor List (AVL), which is updated periodically. For the year 2021, Crocs has 24 Tier 1 factories, consisting of the factories that produce our finished products. Among the 24 Tier 1s, 19 are shoe factories and the other five provide apparel or components. Crocs also has 255 suppliers beyond Tier 1, when considering our Tier 2 suppliers. Our Tier 2 suppliers are those that supply raw materials, components and/or any other materials. Additionally, a sub-contractor is considered a Tier 2 vendor that performs certain services related to product manufacturing.

SASB: CG-AA-00-A

Crocs products are sourced, produced, and delivered to our customers in a manner that upholds international labor and human rights standards. We have implemented measures to ensure our supply chain complies with these standards, including utilizing internal and external parties to conduct both scheduled and unannounced social compliance reviews. Crocs’ Code of Conduct and our thorough auditing and validation process promotes factory and third-party partner compliance with our internal human rights standards, UN standards for Decent Work and Economic Growth, as well as local and national human rights laws.

We also partnered with the Fair Labor Association (FLA) to ensure the social responsibility of our global facilities, both internally-operated and partner-owned. At Crocs, we believe in the fair treatment of all people, regardless of gender, race, religion, age, disability, sexual orientation, nationality, marital status, political opinion, trade union affiliation, social group or ethnic origin, or any other status protected by law, and will continue to ensure that our workers and workers of our third-party partners are working under fair and safe conditions at their own will.
SUPPLY CHAIN RISKS
As Crocs continues to grow at an unprecedented pace, and as supply challenges persist, the potential for risks increases. We must remain vigilant and ensure our employees and factory partners do not cut corners.

A risk within Crocs supply chain is our third-party manufacturers not complying with applicable labor and human rights practices and regulations. Examples of such risks include: excessive worker hours, violations of minimum age requirements, and unfair worker treatment.

Crocs environmental, health, and safety (EH&S) risks include: tightening environmental regulations, occupational safety hazards/accidents (especially at our distribution centers), improper management of hazardous chemicals and substances, and solid waste disposal. Challenges also exist based on our lack of awareness of what is happening in the labor and health and safety areas at the Tier 2 level and below.

We will continue to conduct regular audits, use the Higg Index to gain a better understanding of what is happening in the EH&S space, and frequently complete supply chain audits which provide us greater visibility into our Tier 2s and beyond. Our mitigation strategies also include:

- Tracking progress and completion of corrective action plans
- Capacity building efforts, such as analysis of root causes and management systems and engagement with workers in the remediation process
- Reviewing any prior OSHA citations
- Supplier trainings
- Self-auditing and Tier 1 factories auditing their respective Tier 2 suppliers
- Updates to our Code of Conduct as necessary

SUPPLIER ASSESSMENTS
As part of our mission and commitment to upholding labor and human rights standards, when onboarding a new factory, we conduct assessments to ensure it meets the standards outlined in our Code of Conduct before entering into business. Before engaging with a potential factory, we conduct assessments to understand their risk management and capabilities. We only partner with factories who can meet our standards and align to our policies. In order to meet our expectations, suppliers are also expected to undergo internal and external audits and be willing to improve by following corrective action plans when necessary.
POLICIES AND GUIDELINES
Crocs’ Code of Conduct lays out the guiding principles to which we orient our business and relationships with our business partners. All of our third-party manufacturer-owned and operated facilities comply with our Code of Conduct. It states that suppliers, third-party partners, and contractors will ensure a safe and healthy workplace setting to prevent accidents and injuries to health arising out of, linked with, or occurring in the course of work or as a result of the operation of their facilities. They will promote safe practices by providing written safety and health policies and procedures that minimize negative impacts on the workplace environment, reduce workplace-related injury and illness, and promote the general health of their employees. Our business partners must maintain systems to detect, avoid and respond to potential employee health and safety risks. They must provide training and adequate equipment to ensure workplace safety practices. This requirement also applies to residential facilities provided, if any.

Our suppliers, third-party partners, and contractors are part of the Crocs family and are expected to embody and uphold our Crocs values. Our business partners commit to following our Code of Conduct, Restricted Substance Policy, and Tier 2 Supplier Restricted Substance Performance Classification by signing a copy of these policies and business practices. The commitment between Crocs and third-party partners is updated and agreed upon on an annual basis.

Crocs also carefully monitors human rights throughout our supply chain. We manage this through our Child Labor, Migrant Labor, and Forced Labor policies outlined in our Code of Conduct. No worker shall be employed under the age of 15 or under the age of compulsory education, whichever is higher. Neither Crocs nor our business partners will use forced labor, including prison labor, indentured labor, bonded labor, or other forced labor. In addition, neither Crocs’ employees nor business partners’ employees will be required to lodge ‘deposits’ or identity papers upon commencing employment with the business partner or as a condition of employment. Employees are free to leave the business partner after giving reasonable notice. Worldwide partners that provide Testing, Inspection, & Certification services, certify that our partners and contractors comply with the laws regarding slavery and human trafficking of the country or countries in which they are doing business, including the California Transparency in Supply Chains Act statement, the UK Modern Slavery Act, and the Fair Labor Association, where applicable.

SOCIAL COMPLIANCE AND AUDITS
Crocs takes thorough steps to ensure external suppliers, third-party partners and vendors are in compliance with the aforementioned policies. In all other domestic and international facilities, we have similar protocols to ensure the health and safety of employees. We conduct internal supply chain audits for our Tier One (T1) final shoe production facilities which are factories/facilities or partner factories/facilities with which Crocs directly conducts business.

The audits cover the following areas: (i) health and safety; (ii) environment; (iii) labor conditions; (iv) wages and hours; (v) child labor/forced labor; and (vi) ethics.

These T1 facilities take ownership of audits at Tier Two (T2) raw material/component vendor facilities, which are factories/facilities from which Tier 1 facilities obtain their materials. In these audits, T1 facilities are responsible for classifying the frequency of audits conducted at a given T2 facility based on our guiding framework. In our distribution center in Dayton, Ohio, insurance brokers conduct a wall-to-wall safety audit to ensure compliance with Crocs protocols, including our Code of Conduct, as well as federal, state, and local laws.

Crocs utilizes independent worldwide testing, inspection and certification companies, as well as an internal monitoring team to conduct unannounced periodic social compliance audits of our business partners and Crocs-owned supply chain facilities. This is in an effort to evaluate and address risks pertaining to slavery and human trafficking in accordance with Worldwide Responsible Accredited Production principles. Crocs also conducts unannounced audits to monitor compliance with labor and employment requirements contained in third-party licensing agreements.

In 2021, 23 out of 24 (95.83%) Tier 1 factories were audited to Crocs Code of Conduct. Additionally, 29 out of 255 (11.37%) suppliers beyond Tier 1 were audited. However, all Tier 2s are managed and monitored by their respective Tier 1 connections. In total 81 audits were conducted, with some factories receiving more than one audit. Among the total audits, 52 audits (64.19%) were conducted by a third-party.

SASB: CG-AA-430.b1
ADDRESSING NON-COMPLIANCE

All Tier 1 and Tier 2 factories and suppliers are rated as either Green (95-100 score), with operations meeting compliance, resulting in annual audits; Yellow (75-94.99 score), with operations requiring additional oversight, training, and resulting in bi-annual audits; and Red (0-74.99 score), with operations receiving a warning of discontinuation of a business relationship, more stringent oversight to correct any problems, training, and resulting in quarterly audits. Additionally, licensor audits are executed based on licensed product business for the applicable facilities. Some of our wholesale and retail partners require specific audits that are conducted to meet their qualifications.

Crocs reserves the right to terminate any relationship that has failed to comply with our factory social compliance policies and/or has not improved through our CAP.

In 2021, 38 total audits were conducted of our Tier 1 factories. A total of 43 audits were conducted of our Tier 2 suppliers. We did not identify any serious violations to our Code of Conduct or local laws in our Tier 1 factories of Tier 2 suppliers. SASB: CG-AA-430b.2

**TOP FINDINGS OF NON-COMPLIANCE FOR 2021**

<table>
<thead>
<tr>
<th>Tier 1</th>
<th>Tier 2</th>
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<tbody>
<tr>
<td>OHS Management Training</td>
<td>Overtime</td>
</tr>
<tr>
<td>Fire Safety &amp; Emergency Preparedness</td>
<td>Fire Safety &amp; Emergency Preparedness</td>
</tr>
<tr>
<td>Overtime</td>
<td>Environmental Management</td>
</tr>
<tr>
<td>Benefits</td>
<td>Expired Health &amp; Safety Certificates</td>
</tr>
<tr>
<td>Chemical Safety</td>
<td>Chemical Safety</td>
</tr>
</tbody>
</table>

In the Tier 1 and Tier 2 factories where issues were found, the factories were required to develop CAPs and subject to more frequent re-audits.

**HEALTH AND SAFETY MANAGEMENT SYSTEM**

Crocs’ suppliers, third-party partners and contractors promote safe practices by providing written safety and health policies and procedures that minimize negative impacts on the workplace environment, reduce work-related injury and illness, and promote the general health of employees. Our partners must maintain systems to detect, avoid and respond to potential employee health and safety risks. These measures include providing training and adequate equipment to ensure workplace safety practices. This requirement also applies to residential facilities provided, if any.

Crocs has an aggressive zero injury goal and implements stringent measures in its facilities, both owned and contracted, to meet this goal.

**TOTAL RECORDABLE INCIDENT RATE (TRIR)**

<table>
<thead>
<tr>
<th>Distribution Center</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>1.1</td>
<td>2.86</td>
</tr>
<tr>
<td>Netherlands</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

*TRIR=Number of OSHA Recordable Cases X 200,000/Number of Employee labor hours worked at our company-operated distribution centers

In 2021, Crocs experienced four lost work time incidents for a total of 84 missed workdays. There were no fatalities or serious injuries at our distribution centers. Moreover, our TRIR of 2.86 compares favorably with the industry average of 4.8 as maintained and reported by the U.S. Bureau of Labor Statistics.
SOCIAL: COMMUNITY AND INCLUSIVITY

TRAINING AND DUE DILIGENCE
We conduct health and safety training for our T1 and T2 factories and suppliers. Crocs and our business partners have adequate training platforms in place, including Web Based Training, Job-Specific Training, and In-Person Training. For our external partners, suppliers, and contractors, we have training programs covering Crocs’ culture of making Everyone Comfortable in their Own Shoes and being Delightfully Democratic.

For factories and suppliers, we offer Crocs Restricted Substance List (CRSL) training to promote responsible and effective chemical management policies. Crocs provides each supplier with RS training with documentations like “Crocs Restricted Substance Policy” and “RS Guidelines for Suppliers and Factories”. This training aims to make factories and suppliers clear about Crocs RS policy and how to implement the CRSL in their operations. For example, in “RS Guidelines for Supplier and Factories”, it lists clear and distinct guidelines for suppliers and factories in how to perform Crocs restricted substance tests on different materials. In addition, the CRSL is updated on an annual basis. Every year, Crocs will send the latest version of the CRSL to factories suppliers to inform them about the changes.

All suppliers, third-party partners and contractors impose due-diligence procedures to prevent accidents and injuries to health arising out of, linked with, or occurring in the course of work or as a result of the operation of the employers’ facilities. Our business partners are expected to protect employee health and the environment by meeting applicable regulatory requirements, including those covering workplace safety, air emissions, solid/hazardous waste, and water discharge. They are expected to adopt responsible measures to mitigate negative operational impacts on the environment and strive to continuously improve environmental performance.

As part of our effort to mitigate risks within our supply chain, Crocs has a broad social compliance-training program in place that covers topics such as human trafficking and slavery. Both human trafficking and slavery are part of the auditing question list and will result in a CAP if any non-compliance is found. Historically, Crocs has not found any case of human trafficking and slavery by external or internal auditing. Additionally, the social compliance team is responsible for actively monitoring and assessing the social compliance of our employees, business partners and workforce within owned factories. We track and manage information and data through a tool called Inspectorio, which collects quality assurance and safety information and data in an integrated platform. Any failure of employees or business partners to abide by the Code of Conduct will result in corrective action or termination of employment or contract if the action plan is not completed to Crocs’ standards.

HUMAN RIGHTS IN THE SUPPLY CHAIN
Crocs is committed to respecting human rights throughout our supply chain. It is imperative that every employee, supplier, third-party entity and contractor within our supply chain feel safe and respected. Crocs is aligned to the leading global Human Rights frameworks and has implemented measures to ensure our supply chain complies with UN standards for Decent Work and Economic Growth as well as the California Transparency in Supply Chains Act and the UK Modern Slavery Act. As part of our Code of Conduct, we verify that operations and hiring processes fully comply with local laws and customs regarding human rights. External partners are expected to adopt and adhere to rules and conditions of employment that respect workers and, at a minimum, safeguard their rights under national and international labor and social security laws and regulations. Further, partners must be in compliance with Crocs Code of Conduct and execute a yearly Crocs Statement of Compliance (SOC).

We firmly believe people are entitled to equal opportunity in employment. Crocs and its business partners will not discriminate against their employees, including hiring, salary, benefits, advancement, discipline, termination, or retirement on the basis of gender, race, religion, age, disability, sexual orientation, nationality, marital status, political opinion, trade union affiliation, social group or ethnic origin, or any other status protected by law. Further, suppliers, third-party partners, and contractors must treat their employees with respect and dignity. Work environments must be free of intolerance, retribution for grievance, and retaliation. Physical, sexual, psychological, or verbal harassment or abuse of employees will not be tolerated. If an employee or third-party wants to report an incident, they can report this anonymously via the Crocs Ethics Hotline. Each factory partner has Crocs Ethics Hotline posters throughout their facilities.

Crocs fosters safe and appropriate working hours for all employees, including the employees of Crocs business partners. Neither Crocs nor our business partners require workers to work more than the regular and overtime hours allowed by the law of the country where the workers are employed.

For any factory-specific data, we use Inspectorio, an AI tool that gathers quality assurance and social compliance information by geography and by factory. Our audit team utilizes this database to monitor and govern social and labor compliance issues for Crocs’ facilities, suppliers, and third-party partners.

Inspectorio
We expect our current and future factories, third-party partners, contractors, and suppliers to take a proactive stance in limiting listed chemicals and eliminating any hazardous substances in the manufacturing of Crocs’ products. They are required to sign on to follow CRSL and are required to follow these policies. Any updates to the CRSL are effective immediately upon publication of the CRSL or as otherwise required by the applicable regulations, laws, bans, or standards. Our list of restricted substances is reflective of this commitment and covers all materials and product lines. Crocs also recently joined Apparel and Footwear International RSL Management (AFIRM) Group which provides resources like an RSL toolkit for sustainable, self-governing RSL implementation across the apparel and footwear supply chain.

As part of our regular audits, Tier 1 (T1) and Tier 2 (T2) facilities are monitored for CRSL compliance. T1 is monitored for the additional risk of the finished product and T1 is also responsible for T2 RS performance. T1 companies sign a manufacturing agreement that includes the CRSL. Facilities are then classified at the following levels for compliance with this policy: Premium Green, Green, Yellow, and Red. A warning letter will be sent to any facilities with a Red level rating, giving notice that Crocs will discontinue doing business with the facility if issues are not corrected. To ensure compliance of Crocs’ restricted substances among suppliers, Crocs sets up a series of testing programs. Tier 1 and Tier 2 suppliers undergo annual raw materials tests and quarterly finished products tests which include testing for substances on Crocs Restricted Substances List (CRSL) as well as Substances of Very High Concern (SVHC), classified by REACH. Crocs has also implemented a “Best Test Program” (BTP), encouraging T1 and T2 suppliers to perform self-assessments to identify potential risks and conduct random tests on very high-risk substances on their incoming components or raw materials based on their upstream suppliers’ restricted substance management performance.

## Chemical Safety in Products

Keeping our consumers and the planet safe from harmful substances is central to our commitment as a company. Crocs is dedicated to the effective reduction of chemical substances in our products and managing associated risks with chemical safety in our supply chain, as listed in the Crocs Restricted Substances List (CRSL). To ensure timely and consistent messaging, an updated CRSL is distributed and assessed regularly to address the ever-changing chemical regulatory environment. Ultimately, Crocs is focusing on reducing or eliminating listed chemicals and substances in our final products. We have established chemical content limits equivalent or lower than allowable limits required by international, national, and local regulations. The substances on the CRSL refer to best practice standards and may not be exhaustive. It is our responsibility to ensure compliance with the CRSL and to otherwise meet applicable legal requirements relating to restricted substances laws and regulations.

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Crocs takes very seriously any breach of or failure to comply with this CRSL as well as any applicable regulations, laws, bans, and standards. At Tier 2 (T2) facilities of any third-party partners, if any products do not meet the CRSL requirements, production must be stopped, the CRSL Team must be immediately contacted and informed, and an immediate stop shipment order must be placed to terminate any products shipping from the appropriate facilities. Any third-party facility will be held responsible for attendant costs, losses, and/or damages caused by or arising out of CRSL non-compliance.

For each restricted substance that relates to products, Crocs employs the most restrictive allowable limit among applicable regulations and standards. Furthermore, Crocs also sets voluntary standards for some substances, which are more restrictive than any local/global standards and regulations to further reduce the safety risk of products.

All Crocs chemical safety standards comply with several nationally and internationally recognized certifications. These include an international ISO certification, various national certifications, unique to each applicable market. We are also members of several industry groups offering various chemical safety resources, AAFA (American Apparel and Footwear Association) and AFIRM (Apparel & Footwear International RSL Management group).

Perfluorochemicals (PFCs) are known to persist in the environment since they do not breakdown easily. PFCs have been tested in Crocs’ comprehensive chemicals report, and all products are at our ‘No Detection’ classification limit of 1 mg/kg.

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Crocs’ dedication to responsible governance is key to our success as a brand. Our policies and procedures, specifically our Worldwide Code of Ethics and Code of Conduct provide clear guidelines for our workforce to operate in a responsible and ethical manner. Our Board provides meaningful oversight for our company, including overseeing the accounting and financial reporting processes, corporate governance matters, and overall executive compensation of our company. The Board of Directors is composed of eight directors with a diverse set of skills and backgrounds.

**INVESTOR RELATIONS AND ENGAGEMENT**

Crocs’ stakeholders are regularly updated on company operations and performance through quarterly earnings updates and events such as conferences and non-deal roadshows. In 2021, we held an Investor Day where we outlined our long-term strategy and financial plan for the Crocs brand, including our ESG approach. We also maintain a robust investor relations page that includes our ESG goals and policies. We regularly engage with our stakeholders to provide updates on our continually evolving ESG programs, aligning policies to industry best practices.

**BOARD OF DIRECTORS**

Our Board of Directors includes a diverse team of individuals from different backgrounds, bringing a large breadth of experience, expertise and innovative solutions to the company.

Quarterly board meetings are held that include specific ESG updates to the Governance and Nominating committee with annual updates to the full board to ensure our leadership remains informed and aware of the company’s progress against our goals and targets.

Specifically, our Governance and Nomination Committee is responsible for ESG oversight and leadership. Our Chief Legal Officer provides updates to this committee on ESG progress as well as emerging trends. At the annual board meeting, our ESG team meets with the entire Board of Directors to provide a comprehensive presentation about our ESG and sustainability program. Updates include reporting investor/rating perceptions of our ESG program and scores, key initiatives and overall ESG programming.

**OUR BOARD CONTAINS 38% FEMALE AND 13% RACIAL/ETHNIC MINORITY REPRESENTATION**

We are continuing our efforts to expand our Board’s diversity along with our overall workforce. Currently, our Board contains 38% female and 13% racial/ethnic minority representation.

**APPROACH TO GOVERNANCE**

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Here at Crocs, we have created a security-first culture across the company. We’ve embedded security into our DNA by establishing an expectation that security is everyone’s responsibility, not just the security team. We have rebuilt our entire security and technology stack to increase our resiliency to the ever-changing environment. Our first line of defense includes partnering with a top-tier security firm that provides advanced solutions and capabilities through 24/7 monitoring, detection, event and incident remediation and threat hunting capabilities. The challenges of cybersecurity are ever-changing, and our team continues to defend against thousands of threats every day. As for our employees, we have implemented a mandatory security training mindset that requires employees to be trained monthly on the latest threats that we face as a company. Other capabilities include a focus on crisis management and regular tabletop exercises. Crocs has established a threat and vulnerability management program utilizing a top vulnerability tool and created policies, standards and a risk-based requirements program that governs our patching processes. Penetration testing as well as targeted environmental security assessments and maturity/posture evaluations tracking to industry standard frameworks are executed on a regular basis. All of these controls along with a security-first culture have created a mature security foundation for Crocs, but one that continues to evolve as the capabilities of cyber criminals continually advance.

It is vitally important to us that we hold ourselves accountable for promoting our uncompromising commitment to ethics. We are proud to maintain a Global Ethics Hotline, which is operated by a third-party (Convercent), and is available to employees and others to anonymously report any past, present, or suspected ethics violations anywhere in the company. Moreover, each factory, distribution center, and office has Ethics Line Posters communicating the applicable options (telephone, SMS, web) for raising concerns.

GOVERNANCE OF SUPPLIERS AND THIRD PARTIES
Contractors and third-party vendors must agree to Crocs’ standards, including:
- Crocs Sub-Contractor Statement of Compliance
- Crocs Social Factory Compliance Code of Conduct
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- Crocs T2 Supplier Restricted Substances Performance Classification

Suppliers and contractors are thoroughly vetted before any agreements are made and must adhere to Crocs’ values and regulations. Suppliers are provided a questionnaire, posing a series of questions such as any affiliations with the International Labor Organization (ILO) and the Fair Labor Association (FLA). As part of this comprehensive process, we seek to obtain visibility with suppliers, from Tier 1 to Tier 2. Our primary goal is full oversight of Tier 1 suppliers and we are working to have oversight of our top Tier 2 operations.

TRAINING
Crocs implements regular trainings for new and current employees regarding anti-bribery and anti-corruption, drawing attention to and awareness of constantly evolving global regulations. We conduct annual in-person and online compliance trainings for corporate employees, as well as retail and distribution center management. We have also expanded our compliance training to select business partners with a risk-based focus.

2021 COMPLIANCE TRAINING FOR NEW HIRES
Training topics: (i) preventing fraud; (ii) cash, gifts, and entertainment; (iii) social media “dos” and “don’ts”; (iv) protecting IP and trade secrets; (v) sexual harassment & discrimination; and (vi) speaking up.

2021 COMPLIANCE TRAINING FOR EXISTING EMPLOYEES
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Crocs is proud to have both a Social Code of Conduct as well as a Worldwide Code of Ethics to ensure that all operations and our employees align with our values and expectations of responsible, ethical behavior. Our Worldwide Code of Ethics is translated into all of the languages associated with the countries in which we operate, providing clarity and cultural alignment. Suppliers, third-party partners, and contractors sign onto both of these documents, and our regular audits of facilities drive compliance. Further, offices and factories are required to post the Social Code of Conduct and Worldwide Code of Ethics around each facility to facilitate employee observance.

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**SASB**  
Sustainability Accounting Standards Board (SASB) - Apparel, Accessories, and Footwear Industry Standard

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<td>Discussion and Analysis</td>
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<td></td>
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<td>CG-AA-250a.2</td>
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<tr>
<td></td>
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<td>CG-AA-430a.1</td>
<td>&quot;Water Use&quot;</td>
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<tr>
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<td>Percentage (%)</td>
<td>CG-AA-430a.2</td>
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<td>Labor Conditions in the Supply Chain</td>
<td>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</td>
<td>Quantitative</td>
<td>Percentage (%)</td>
<td>CG-AA-430b.1</td>
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</tr>
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<td></td>
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<td>Quantitative</td>
<td>Rate</td>
<td>CG-AA-430b.2</td>
<td>&quot;Addressing Non-Compliance&quot;</td>
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<tr>
<td></td>
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<td>CG-AA-430b.3</td>
<td>&quot;Supply Chain Risks&quot;</td>
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<tr>
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<td></td>
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<td>Quantitative</td>
<td>Percentage (%) by weight</td>
<td>CG-AA-440a.2</td>
<td>&quot;Bio-Based Materials&quot;</td>
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<tr>
<td>Suppliers</td>
<td>Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1</td>
<td>Quantitative</td>
<td>Number</td>
<td>CG-AA-000.A</td>
<td>&quot;Supply Chain Management&quot;</td>
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### Task Force on Climate-Related Financial Disclosures

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Crocs is proud to be the recipient of a number of awards over the past several years. We strive to be a leader in the community, demonstrating robust ESG initiatives, having a positive global impact, and establishing cutting-edge strategies to grow our business.

ACCESSORIES COUNCIL EXCELLENCE (ACE) AWARDS
Crocs was honored at the 2021 Accessories Council Excellence Awards (ACE), recognized as a fashion game changer and for raising awareness of the accessories industry. Nominees are voted on by accessory-industry insiders, retailers, the Accessories Council Board of Directors and the fashion press.

BROOMFIELD EMPLOYER OF THE AREA 2021
Crocs was recognized as an Employer of the Area in Broomfield, CO in 2021.

DAYTON GREEN GLOBES CERTIFICATION
Crocs’ storage and fulfillment facility in Dayton, OH was awarded a One Green Globes Certification for New Construction, demonstrating a commitment to environmental efficiency practices. Throughout construction, the facility recycled more than 75% of its construction waste, had VOC limits, maintained indoor air quality standards, and specified sustainable design and construction materials.

FAST COMPANY AWARDS 2021
Crocs was given an honorable mention in Fast Company’s 2021 World Changing Ideas Awards for its “Free Pair for Healthcare” campaign. The Pandemic Response list honors “programs, products, policies, or anything else designed to mitigate either the health effects of COVID-19 or the economic effects of lockdowns.”

Crocs was ranked number two in Fast Company’s esteemed annual list in the Joint Ventures category of the World’s Most Innovative Companies for 2021. The list honors brands and businesses making the most profound impact on both industry and culture and showcases a variety of ways for businesses to thrive in today’s fast-changing world.

FEEDING AMERICA LEADERSHIP PARTNER 2021
Crocs was recognized as a Feeding America Leadership Partner in 2021 for its strong philanthropy with the organization.

FNAA SHOE OF THE YEAR 2021
Joining the likes of Nike’s Dunk, Dr. Martens’ 1460 Boot and Fila’s Disruptor 2, the Crocs Classic Clog was awarded the 2021 Shoe of the Year in Footwear News’ 2021 FN Achievement Awards. It was recognized for its notable pop-culture moments, such as Crocs’ collaborations with Salehe Bembury, Hidden Valley Ranch, Justin Bieber and “Space Jam,” as well as for its inherent universal style, appealing to people of all ages.

In December 2020, Crocs was honored as Brand of the Year at the FN Achievement Awards for its strong growth and performance as a comfort shoe brand.

FORBES DIVERSITY & BEST EMPLOYER AWARDS 2021
Crocs included in Forbes’ ‘America’s Best Employers for Diversity 2021 List.’ We were also awarded Forbes’ America’s Best Mid-Size Employers.’

NEWSWEEK’S TOP 100 MOST LOVED WORKPLACES FOR 2021
Crocs was included in Newsweek’s Top 100 Most Loved Workplaces. The list includes small, medium, and large companies whose employees have a high emotional connection or love for their place of employment.

PETA COMPASSIONATE BUSINESS AWARD
In July 2021, Crocs was given a PETA Compassionate Business Award, following Crocs’ commitment to becoming 100% vegan.
Crocs is committed to its industry partnerships and believes in the value of driving change as an industry, strengthening all parties and forging partnerships with many industry leaders. We believe in the value of driving change, not just as an individual entity, but as an industry.

**BCUN**
The Business Council for the United Nations (BCUN) is a membership organization that nurtures cross-sector collaboration and facilitates corporate engagement at the UN and on the Sustainable Development Goals (SDGs). An initiative of the United Nations Foundation, BCUN connects forward-thinking companies with the UN to advance action on the SDGs and our shared goals around global health, climate action, gender equality and other critical issues.

**FAIR LABOR ASSOCIATION (FLA)**
We partnered with the Fair Labor Association, FLA with B-licensing to ensure the social responsibility of our global facilities, both internally owned and partner-owned. At Crocs, we believe in the fair treatment of all people, regardless of age, race, gender, status, ethnicity, or sexual orientation, and will continue to ensure that our workers and workers of our third-party partners are working under fair and safe conditions at their own will.

**FDRA**
We are proud members of the FDRA and the FDRA Sustainability Working Group. “The Footwear Distributors & Retailers of America is the shoe business and trade association, representing over 95% of the entire footwear industry, including the majority of U.S. footwear manufacturers, brands, retailers, and importers to global footwear companies. FDRA provides its members with innovative products, training, and consulting, and advocates for lower costs for consumers, allowing our members to sell more shoes and create jobs.”

**FEEDING AMERICA**
Since 2020, Crocs has made a commitment to Feeding America by volunteering in many of their food banks around the country and by contributing substantial funds through both corporate donations and through the generosity of our consumers. To date, our partnership has proudly helped provide more than 30 million meals to families in need.

**SAC**
We have joined the Sustainable Apparel Coalition (SAC), a global multi-stakeholder nonprofit alliance for the consumer goods industry to reduce environmental impact and promote social justice throughout the global value chain.

**SOLES4SOULS**
Crocs has been a partner of Soles4Souls for many years, helping with shoe distributions overseas and at schools around the country. Donating Crocs to enhance the lives of those in need, Crocs has worked closely with global non-profit Soles4Souls over the past five years to donate more than 250,000 pairs of shoes to reach underserved communities around the world.

**UN FOUNDATION**
We are committed to supporting seven of the UN Sustainable Development Goals and are a premier partner of the UN Foundation’s #EqualEverywhere: Champions for Change campaign, promoting our global push for gender equality.

**UNICEF**
In partnership with Priyanka Chopra Jonas, a Crocs Global Ambassador and UNICEF Goodwill Ambassador, Crocs has worked with UNICEF for the past three years. UNICEF works in the world’s toughest places to reach the most disadvantaged children and adolescents – and to protect the rights of every child, everywhere. Through our partnership, we have donated more than 75,000 pairs of Crocs Classic Clogs to provide comfort to underserved communities around the world. This includes 50,000 pairs of shoes for school children in Belize throughout 2019 and 2020, to help remove one of the barriers that can hinder school attendance in Belize. Then in 2021, we donated 30,000 pairs of shoes to children in one of the largest Syrian refugee settlements in Jordan, providing shoes for young people displaced by over a decade of war.

**WORLDWIDE RESPONSIBLE ACCREDITED PRODUCTION PRINCIPLES (WRAPP)**
Our factory social compliance audits are informed by and performed in accordance with WRAPP.
WE ARE COMMITTED
TO MAKING THE
WORLD A MORE
COMFORTABLE PLACE.