

# Comfort Report ●

2024



**CROCS** inc.™

## Connecting the Dots

A summary of our Purpose, Corporate Responsibility, and Sustainability activation in 2024



# Inclusivity

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

We prioritize the physical safety and well-being of each employee regardless of job function or location to help foster a workplace in which all one-of-a-kinds can thrive. In 2024, we added an innovative training safety area in our Ohio distribution center, continued to utilize our Behavior Based Safety (BBS) teams in Nevada, and trained more employees to respond to potential safety needs in the Netherlands. We also launched a global learning management system, held our first-ever Global Impact Month to unify our employees in building a culture of Purpose, and much more. We encourage our global employees to find meaningful pathways of engagement, culture, and celebration in the workplace.

[Read more starting on pg. 11 →](#)

# Circularity

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

Taking steps towards a truly circular economy is incredibly complex, requiring partnerships across industries and organizations. In 2024, we completed an enterprise analysis our materials' risks and opportunities, engaged suppliers and factories across both brands in restricted substance training, certified all Crocs brand entities that purchase bio-circular material through ISCC PLUS, and began producing our Crocs polybags with 100% post-industrial recycled content. We also expanded our takeback shoe return program across the U.S. and Canada and launched our 'Keep It Going' Classic Clog with 25% post-consumer recycled content.

[Read more starting on pg. 21 →](#)

78

enterprise engagement score

in 2024, which stayed the same year over year and is above the retail industry peer benchmark score of 74.



183

retail stores in U.S. and Canada

participated in the 'Old Crocs. New Life.' takeback program in 2024



We have a **Responsibility** to act...

~10%

reduction in emissions per pair of Crocs Classic Clogs

from bio-circular content in our Croslite™ compounds since our 2021 baseline



on our **Purpose** strategy.

\$6.6M

total financial and in-kind donations

in 2024



# Climate Stability

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

As a member of the footwear and apparel industry, we recognize the need to lower our greenhouse gas (GHG) emissions, mitigate risks associated with a changing climate, and build resiliency into the way we operate. In 2024, we followed through on our commitment to set near-term, science-based emissions reduction targets through Science Based Targets initiative (SBTi), broke ground on a solar project at our Las Vegas distribution center, piloted innovative transportation solutions, and completed new carbon footprint assessments for the Crocs Classic Clog and HEYDUDE's top style shoes, the Wendy and Wally.

[Read more starting on pg. 29 →](#)

# Community

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

As an enterprise focused on creating a more comfortable world for all, we continually ask ourselves how we can use our platform to help create positive impact among community members, consumers, and those who work across our supply chain. In 2024, we introduced our first set of community impact targets, advanced our partnerships with national and global nonprofits in support of our ambition, and engaged in a design co-op with a Native-owned-and-operated business to responsibly source design patterns for some of our HEYDUDE footwear.

[Read more starting on pg. 39 →](#)

Relevant footnotes are included throughout the report.





# Table of Contents



3	<b>A Letter from Our CEO</b>
5	<b>A Look Back at 2024</b>
7	<b>Activating Our Shared Vision</b>
9	<b>Staying Accountable in Our Purpose</b>
11	<b>Inclusivity</b>
21	<b>Circularity</b>
29	<b>Climate Stability</b>
39	<b>Community</b>
47	<b>Responsibility</b>
53	<b>Key Metrics &amp; Indices</b>

We are proud to share our 2024 Comfort Report, our fourth consecutive annual disclosure on Crocs, Inc.'s Purpose, Corporate Responsibility, and Sustainability activation. Unless stated otherwise, the information provided in this report covers the 2024 calendar year – from January 1, 2024 to December 31, 2024. This report also encompasses the full Crocs, Inc. enterprise, inclusive of both the Crocs™ brand and HEYDUDE™ brand.

For more information about our business performance in 2024, please see our 2024 Annual Report on Form 10-K, filed with the U.S. Securities and Exchange Commission (SEC) on February 13, 2025.

For questions, please contact [sustainability@crocs.com](mailto:sustainability@crocs.com).



# A Letter from Our CEO ●

Since introducing a single-style clog in six colors back in 2002, Crocs, Inc. has grown to be a platform for two iconic, innovative, and casual footwear brands that continue to inspire self-expression, fuel comfort, and build community around the world. The publication of our fourth annual Comfort Report represents an important marker of our ongoing evolution as a company. 2024 was a year defined by agility, resourcefulness, and the incredible enthusiasm of our global teams. To enable continued, expansive growth, we made strategic investments in talent, marketing, and our direct-to-consumer channels, including the opening of 90 new retail stores across both brands.

Our Purpose strategy – which upholds our guiding pillars of **Comfort for The Planet, Comfort for Our Communities, and Comfort for All People** – is a catalyst for stronger business outcomes and a More Comfortable World for All. In embracing this shared understanding, our global teams have approached Purpose with a spirit of collaboration and a focus on solutions. Their collective dedication has led to key actions across our four ambitions:

- 1

**Inclusivity**

We tapped into the employee experience across our business and geographies to advance initiatives that strengthen our culture, reinforce our standing as an employer of choice, and create paths toward continued development.
- 2

**Circularity**

We partnered with our consumers to bring new life to their old Crocs footwear, and incorporated circular design principles into their favorite styles.
- 3

**Climate Stability**

We updated our enterprise greenhouse gas inventory, received approval for our climate targets by the Science Based Targets Initiative (SBTi), and took action to improve our data integrity and implement emissions reduction initiatives.
- 4

**Community**

We welcomed new nonprofit partnerships and proudly launched our community impact program, which focuses on helping young people build the skills they need to confidently step up to their greatest potential.

Embedding impact into the way we operate isn't just about doing good – it's also about creating a resilient, future-ready business. We are moving forward knowing that our Purpose strategy is focused on opportunities that create sustained, shared value.

*W. Rees*

Andrew Rees  
Chief Executive Officer, Crocs, Inc.



Our Purpose is to Create a More Comfortable World for All.



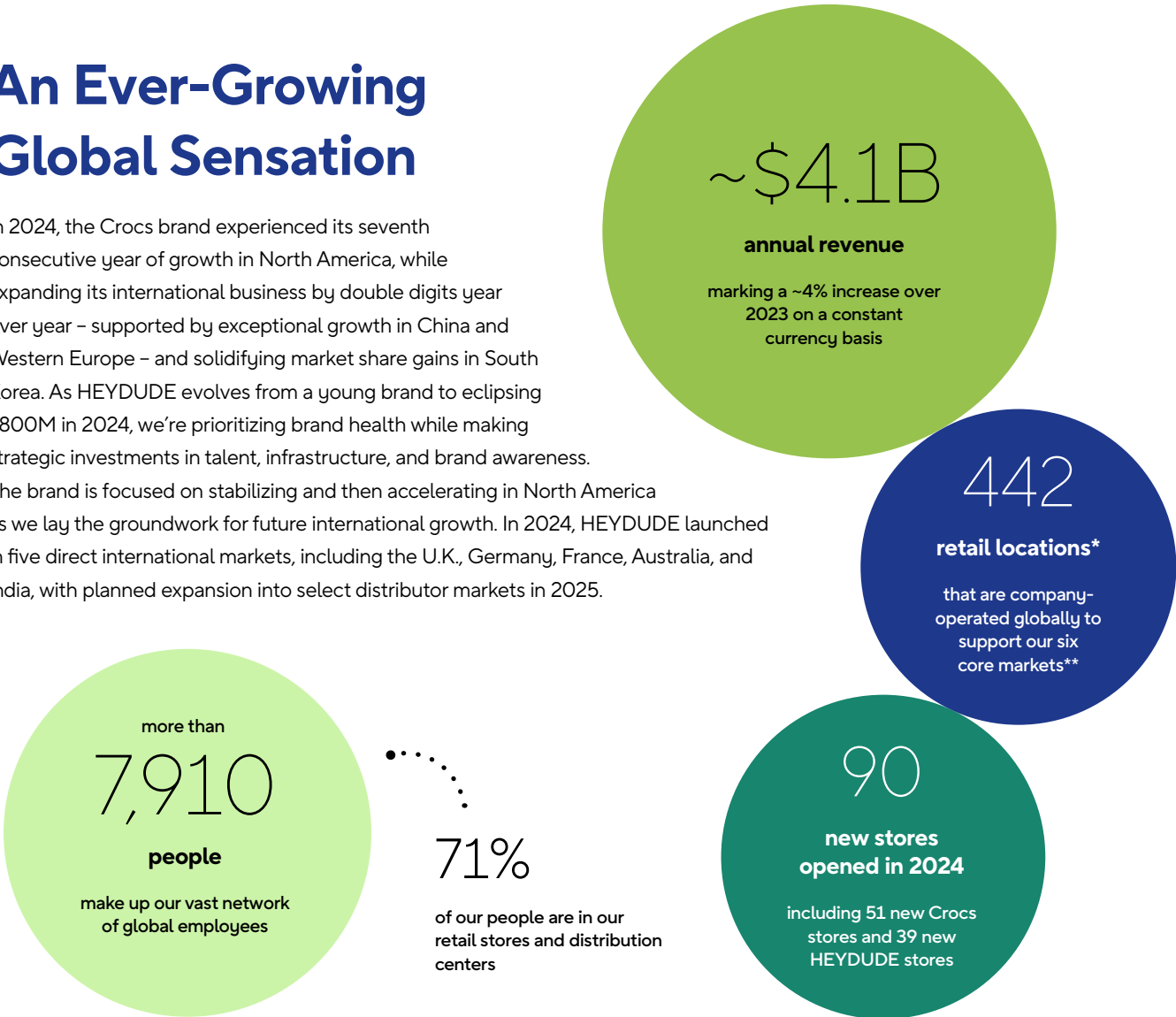


# A Look Back at 2024

2024 was another record year for our company, fueled by our employees, our brand strategies, and impactful connections with our brands’ fans. Crocs, Inc. continues to tap into our spirit of innovation and personalization to diversify our sources of growth, bring new products to market, and amplify our Purpose strategy. In 2024, we sought out opportunities to integrate Purpose into our brands’ value propositions with a focus on maintaining the same quality and comfort that our consumers know and love.

## An Ever-Growing Global Sensation

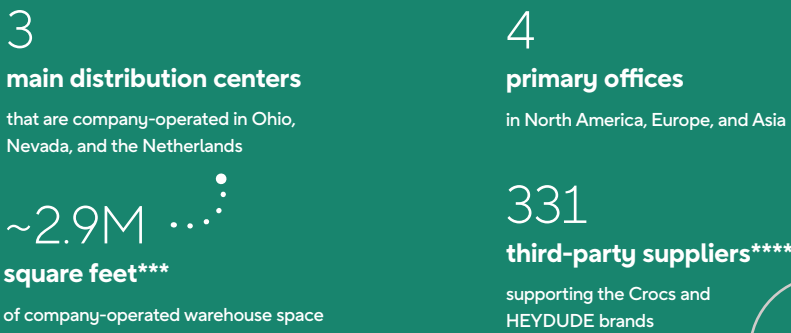
In 2024, the Crocs brand experienced its seventh consecutive year of growth in North America, while expanding its international business by double digits year over year – supported by exceptional growth in China and Western Europe – and solidifying market share gains in South Korea. As HEYDUDE evolves from a young brand to eclipsing \$800M in 2024, we’re prioritizing brand health while making strategic investments in talent, infrastructure, and brand awareness. The brand is focused on stabilizing and then accelerating in North America as we lay the groundwork for future international growth. In 2024, HEYDUDE launched in five direct international markets, including the U.K., Germany, France, Australia, and India, with planned expansion into select distributor markets in 2025.



## Innovating for Quality, Comfort, and Purpose

Our Crocs brand continues to drive relevance globally as the clog authority. The Crocs Classic Clog serves as a canvas for innovation and self-expression, all while driving progress toward our Purpose ambitions. In 2024, we launched a limited-edition ‘Keep It Going’ Classic Clog, featuring 25% post-consumer recycled content from our takeback program, as a way to celebrate our circularity journey and bring consumers the same comfort and style – made even better. In addition to driving iterations through our Classic Clog, we are strengthening our market share outside of clogs through new wearing occasions, such as sandals. Our newest proprietary material, Free Feel™ technology, which was designed to feel like walking on clouds, was introduced in our multi-silhouette Getaway sandals collection, our most seamless comfort innovation yet. Clogs and sandals weren’t the only mic drops this year – Jibbitz™ charms continue to grow and resonate with our fans, and we’ve taken things one step further to fuel personalization in new categories, including bags.

HEYDUDE also continues to innovate with its release of COMF, an extension of Wendy and Wally with added cushioning and height to support style and comfort, and COZY, the first slipper added to the brand’s portfolio and launched with Global Brand Ambassador (or as we say, “Director of Dude”) Sydney Sweeney. We brought effective new product partnerships to market, including a collaboration with musician Jelly Roll on a limited-edition release of the Wally Slip Canvas and a Denim & Dudes collaboration with Lee, the iconic American denim brand. The ‘made to wear together’ collection with Denim & Dudes marks the first HEYDUDE collaboration with international reach. In service of even greater personalization opportunities, HEYDUDE launched HEYMAKERZ™ patches, laces, insoles, and stickers that bring personalization into the brand’s value proposition and offer fans more opportunities for self-expression. As we look ahead, we’re thinking about ways to bring greater Purpose alignment into the HEYDUDE product design process.



In 2024, Footwear News named our Classic Clog one of the greatest shoes of all time.



\* As of December 31, 2024, we had 390 and 52 company-operated stores for the Crocs brand and HEYDUDE brand, respectively.  
\*\* HEYDUDE operates primarily in the U.S.  
\*\*\* To enhance our distribution and logistics capacity, increase speed to market, and lower operating costs, we moved the Ohio distribution center for the Crocs brand and further expanded our distribution centers in Nevada for the HEYDUDE brand, leveraging 0.9M of square feet of third-party operated warehouse space. As a result, this is a year-over-year reduction in square footage.  
\*\*\*\* Third-party suppliers' refers to Tier 1 factories and Tier 2 suppliers that support the Crocs and HEYDUDE brands. Not all factories and suppliers are used by both brands.



# Activating our Shared Vision

Our ability to make progress on our Purpose strategy is made possible through shared partnership with our stakeholders across the value chain. We tap into their inputs, preferences, and values to inform our strategy, welcoming their collaboration and activation. Whether it enables us to meet compliance, reduce our emissions, or bring Comfort to our local and global communities, our collective action leads to tangible outcomes.



## Our Purpose in Action

We believe it's important to come together with our employees, fans, partners, and collaborators and leverage all of our unique strengths in order to find the most effective and impactful paths forward. While our stakeholders have always been involved in our efforts, we built momentum and hit a new stride in 2024 that has helped amplify what Crocs, Inc. was able to accomplish. Here's a glimpse at how we put our Purpose into action, together.

Jump to any of the highlighted sections for a deep dive into how our collaborations with stakeholders are contributing to employee and consumer engagement, waste reduction, greater efficiency, and community impact at scale.



After being frontline collaborators to the success of the 'Old Crocs. New Life.' takeback program, our retail employees took initiative to identify a reuse solution for packaging.

### Employees

We encourage our global teams to stay curious and bring new ideas to the table, generating inspiration for how both business and Purpose can build momentum. In 2024, our Crocs retail team led a takeback and recycling initiative for plastic polybags. This effort – now brought to over 180 Crocs retail stores in the U.S. – serves as an example of how our employees have applied our **Circularity** strategy to packaging waste. Our employees also took on the planning and execution of various team-building efforts within their local regions – an approach to **Inclusivity**, connection, and engagement that's both from and for employees.



The launch of our limited edition 'Keep It Going' Classic Clog was made with 25% post-consumer recycled content, collected mainly from the shoes our fans returned to stores or mailed-in as part of the 'Old Crocs. New Life.' takeback program.

### Fans

When we asked our fans to engage in our **Circularity** efforts, they answered – loud and clear. After launching our 'Old Crocs. New Life.' takeback program, consumers stepped up to drop off and mail in their well-loved Crocs footwear so we could give those materials a second life.

Fans in the U.S. and Canada also partnered with us on our **Community** ambition, generously donating to our impact partners both online and at in-store points of sale.



We held a Supplier Summit with Tier 1 suppliers across both brands to share our Purpose objectives and find ways to collaborate.

### Suppliers

We partner with our supplier network to expand the influence of our Purpose strategy beyond the control of our direct operations. By exploring alternative packaging materials, improving our supply chain data and documentation, managing our Scope 3 greenhouse gas emissions, and helping our Tier 1 factories and Tier 2 suppliers improve their social and environmental performance, our supply chain collaborations took on many forms and supported intersectional impact across all of our ambitions.



We've expanded our use of fast boat shipping, a lower carbon alternative to air freight that improves logistics efficiency in our supply chain.

### Business Partners

We've continued to engage with our logistics partners, exploring shared efficiency objectives and identifying opportunities to consider alternative fuels and modes of transportation that deliver emissions reductions in line with our **Climate** priorities. We also deepened our involvement in The Footwear Collective, where we're putting collaboration before competition and working with other leading footwear brands to collectively scale **Circularity** infrastructure and, over time, create positive impact within the broader footwear industry.



In our Thornton, CO store, retail employees met with local Big Brothers Big Sisters (BBBS) of Colorado mentors and mentees to learn about the power of mentorship and the impact our new enterprise partnership with BBBS can have.

### Community Partners

We collaborate with trusted **Community** partners to find the best opportunities to authentically support young people in unlocking their potential for greatness. We've established time-bound, impact-focused targets aiming to help over 3 million young people develop the skills they need to build confidence, access new opportunities, and be a positive force in their communities.



# Staying Accountable in Our Purpose

In 2024, we engaged stakeholders to complete a double materiality assessment (DMA) to make sure we remain aware of the greatest risks and opportunities that could affect our business, as well as the people and environmental systems we impact more broadly. This process has reaffirmed our priorities and confirmed our Purpose strategy. As we continue to advance our Purpose, we will focus on efficiency, resiliency, and risk mitigation as core throughlines to best serve progress toward our ambitions.

## Inclusivity

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

## Community

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

## Our Core Ambitions

Our Purpose ambitions are the pathways through which we activate our strategy throughout our business and across our value chain – they reinforce our mission, values, and business objectives. Our ambitions are also underscored by a foundation of governance.

## Responsibility

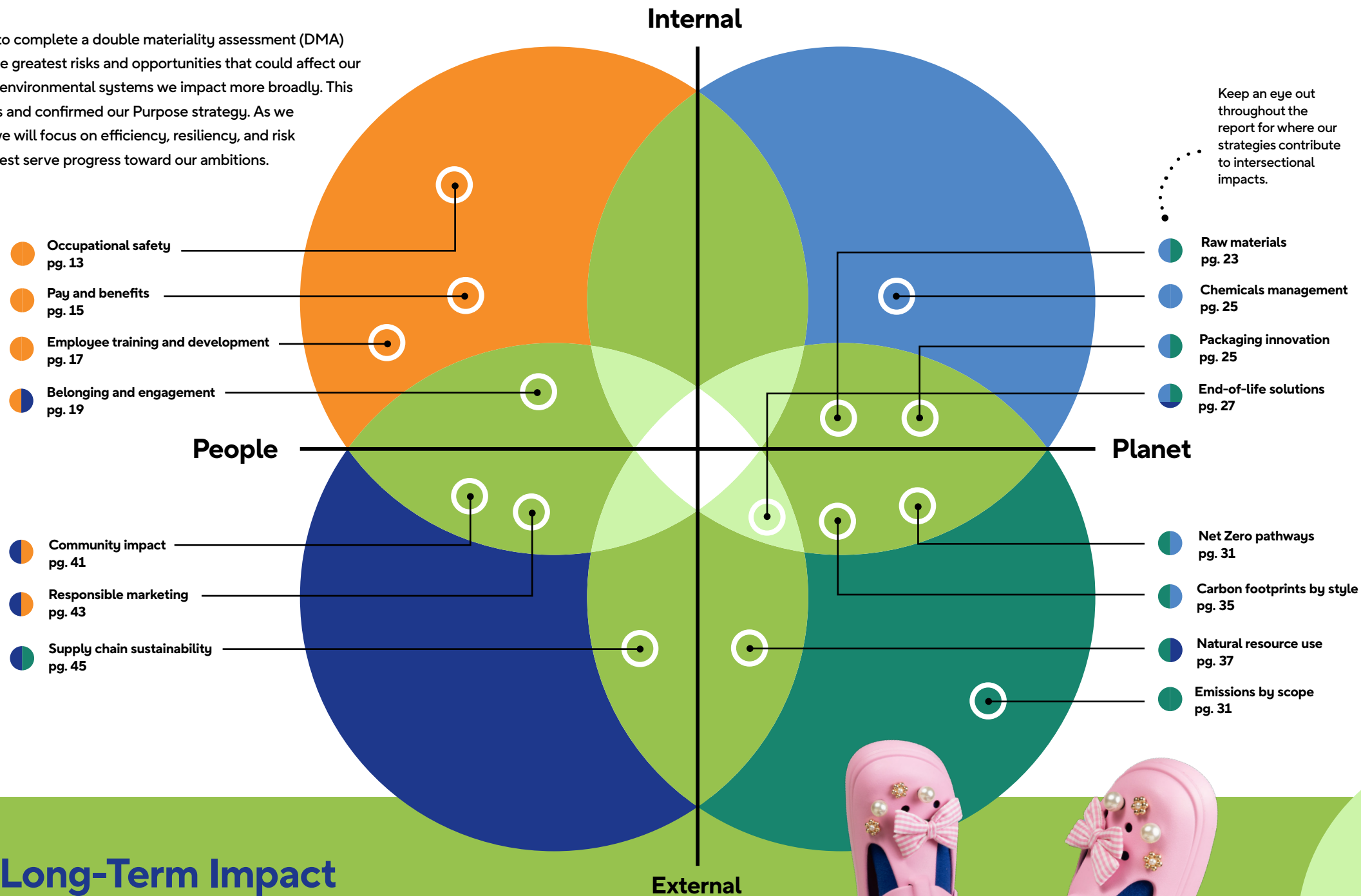
Crocs, Inc. will model good corporate stewardship, acknowledging that our license to operate includes responsible practices across our business and supply chain.

## Circularity

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

## Climate Stability

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



## Priorities for Long-Term Impact

We completed our DMA by engaging employees, leadership (including our Executive team and Board of Directors), investors, and consumers. We also assessed industry benchmarks to take stock of how well our Purpose strategy is aligned with our stakeholders' needs and what the industry may require of us in the future. As a result of this process, we've updated our list of high-level priority topics:

- Climate change strategy
- Pollution
- Resource use and product circularity
- Supply chain safety, fair wages, and human rights
- Consumer safety, data security, and privacy
- Business conduct



By making progress toward our Purpose ambitions, we hope to create a more comfortable world for all.



~530

total hours\*\*

volunteered by  
employees during  
Global Impact Month

We believe that a sense of belonging among employees leads to engagement, and vice versa. For our global employees, finding new and varied opportunities for connection and belonging is a point of pride and, in 2024, we introduced yet another style of engagement – Global Impact Month.

Flip to pg. 19 to learn more about  
belonging & engagement at Crocs, Inc. →

# Inclusivity

to opportunity for our workforce and source of collective strength.

## In this section, we'll talk about:

- Occupational Safety
- Pay and Benefits
- Employee Training and Development
- Belonging and Engagement

For Crocs, Inc., inclusivity is an action, not just a philosophy. We see the potential for everyone to be comfortable in their own shoes. To get closer to that reality, we try to take a holistic approach to the development of our programs, benefits, and culture. We prioritize the physical safety and well-being of each employee regardless of job function or location, regularly evaluate the best ways to reward and recognize our employees, provide access to a self-determined path of development, and foster a workplace in which all one-of-a-kinds can thrive. We tap into their valuable employee feedback to help guide the development of our strategy, which is an ever-evolving process.

In 2024, we added an innovative training safety area in our Ohio distribution center, continued to utilize our Behavior Based Safety (BBS) teams in Nevada, and trained more employees to respond to potential safety needs in the Netherlands. We also hosted employee focus groups to evaluate employee recognition and benefit programs, launched a global learning management system, and held our first-ever Global Impact Month to unify our employees in building a culture of Purpose.

Crocs, Inc. will foster inclusive workplaces in which individuality is a path...



# Tailoring Our Approach to Safety

We approach safety holistically and with a continuous improvement mindset. We maintain a steady rhythm of regular training and communication to support our employees, using real-time data and employee feedback to inform the development of new procedures, policies, and training programs. The more we take action on safety training and education across enterprise distribution centers, retail stores, and corporate workspaces, the better we can support the safety of our employees.



## Safety at Our Distribution Centers

Safety management at Crocs, Inc. is a blend of standardized best practices and custom protocols that are distinct to the opportunities at each facility. For our safety programs, 2024 was a year of fine-tuning existing practices and introducing new frameworks that contribute to a culture of safety.

Here are some of the updates made at each distribution center to uniquely serve their needs:

### Ohio

#### Safety Training Area

Our newly-developed training area is a dedicated space where new hires and employees of all levels can learn about and interact with safety protocols in a hands-on way. From practicing the safest way to load trailers to testing machinery, we constantly refine safety demonstrations based on our own data trends and employee scenarios to create a dynamic and relevant learning experience.

#### Ergonomic Comfort

We can also increase comfort and safety by enhancing our direct work environment. To minimize repetitive or restrictive bending, twisting, and reaching, we relocated our packaging equipment, added space to shipping docks, and reduced human-machine interaction where possible.

#### Two-Way Communication

We improved upon our “HR Unplugged Sessions: Unfiltered Perspectives and Unscripted Conversations” by including a Senior Leadership Team member and the Director of Distribution Center Operations in every meeting to answer questions related to operations and beyond. We also continued our safety roundtable discussions and display safety-related KPIs at each entrance of the distribution center.

#### Leadership Framework

Our Leadership Framework is a set of principles that guides supervisors to lead a culture of safety, complete with key indicators of success such as productivity levels, engagement survey scores, and more. This framework serves as a blueprint for continuous safety improvement and has replaced our previous leadership development program, Optimus Prime.

The guiding principles of the Leadership Framework include: inclusive decision-making; open and clear communication; employee well-being; continuous learning; ownership and accountability; streamlined processes; leading with urgency; relentless pursuit of excellence; continuous improvement; positive leadership; debate openly, commit fully; learning from setbacks; empowerment; safety and comfort.

## Retail Safety Spotlight

Similar to how we customize safety protocols for our distribution center employees, we adapt safety measures for retail store employees as well. Each month, managers at every retail store conduct their own safety audits, the content of which is regularly reviewed as needed by the Retail Operations team to address any emerging concerns. We also work with a third-party security vendor to have security guards available for dispatch 24/7 and can opt for permanent security coverage if needed to make sure our higher-traffic retail locations are as safe as possible for both employees and consumers.

In Asia, most of our Crocs brand retail stores are located within shopping malls where security protocols are largely managed by the mall operators. To that end, in coordination with mall management, all retail employees in Asia are trained on safety procedures, from fire drills to emergency evacuation. The coordinated effort results in teams who are well-prepared to respond in the event of an emergency.

### Netherlands

#### Emergency Response

Employees in the Netherlands distribution center complete Emergency Response Officer (ERO) basic training to provide additional safety support, should the need ever arise. We now have 36 trained EROs. We also continue to conduct weekly safety and evacuation drills to further reinforce our emergency protocols.

#### Engaging Employees

We increased the number of safety roundtable sessions to have three to four per year and held a quarterly town hall meeting with all distribution center employees to discuss the most relevant safety topics of the quarter. The Netherlands facility also maintains a mobile group chat for employees on the floor to communicate and send safety photos and, similar to the Ohio facility, displays safety KPIs near the entrance to the facility.



The TRIR at Crocs, Inc. has continued to decrease year-over-year, remaining well below the industry average of 4.6 and demonstrating our culture of proactive safety. We will continue working to further decrease the TRIR in our company-operated locations.

1.07

Total Recordable Incident Rate (TRIR)\*

### Nevada

#### Safety Scorecards

At our distribution center in Las Vegas, we continued to leverage our BBS Observation program. Through the program, we regularly gather valuable safety-related data so that our leadership team can celebrate positive safety behaviors and build action items where opportunities for improvement arise. New in 2024, we introduced Safety Scorecards that our operations supervisors complete weekly to further drive engagement for our front-line associates. We also began conducting first responder training in-house, with more than 30 leads and supervisors trained as first responders in 2024.

\* This metric represents a combined TRIR for our Ohio DC (of 1.16), our Nevada DC (of 0.76), and our Netherlands DC (of 1.3).

- ✓ Training Safety Area
- ✓ Ergonomic Comfort
- ✓ Two-way Communication
- ✓ Leadership Framework
- ✓ Emergency Response
- ✓ Engaging Employees
- ✓ Safety Scorecards



# Pay and Benefits Meet Recognition and Rewards ●

We believe our employees should be able to choose the benefit programs that best meet their physical, financial, and emotional needs. In 2024, we took a global pulse across regions, demographics, and job functions to identify the benefits and forms of recognition our diverse workforce values most so that we can provide the options that best support them.

## Key Updates to Benefits and Policies

As we work toward putting employee feedback in action, there are several key evolutions we made to benefits and policies in 2024.

### Benefits

We further expanded our Employee Assistance Program (EAP) to make this a global benefit. We're excited to provide our global workforce with three counseling sessions and unlimited resources at no cost. Given the expansion of this benefit, we phased out our offerings with Virgin Pulse to reduce duplicative resources and further streamline the employee experience.

We also partnered with our health insurance and 401(k) providers to schedule individual meetings for employees to better inform their current choices and plans for the future.

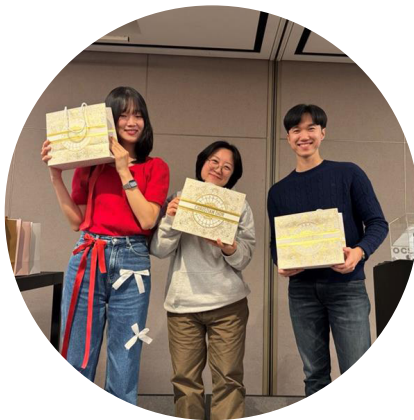
### Wages and Bonuses

After updating our bonus structure for distribution center employees in Ohio in 2023 to more meaningfully align with relevant production goals, we expanded this structure in 2024 to our distribution centers in Nevada and the Netherlands. When we opened our distribution center in Nevada, we evaluated the current Las Vegas market and raised wages accordingly to confirm we were offering top-of-the-market compensation.

### Policies

We enhanced our Relocation and Assignment Policy, shifting from a set dollar value to a more curated set of benefits that takes into consideration a variety of factors, such as family size and geographic location, to create a tailored relocation plan. We also added dedicated roles to help integrate mobility within our broader talent development strategy and consolidated all relocation activities under one provider.

We also developed a Volunteer Time Off benefit, which will be available to employees in 2025. Through the new policy, full- and part-time employees at Crocs, Inc. will be eligible for one paid day per calendar year to volunteer with local nonprofits in the community.



## Taking the Global Pulse

When we assess our benefits packages, we turn to multiple sources to create a grounded approach for determining the right suite of options. Utilization data (indicating the benefits employees tend to use), peer benchmarks, regulatory trends, and direct feedback from employees all inform the types of benefits we offer.

In 2024, our enterprise Human Resources team conducted global focus groups to better understand and enhance our employee recognition and Total Rewards programs. We organized over 600 employees into relevant groupings, including corporate, retail, distribution center, and international. To accommodate global time zones\*, international teams were invited to either join a focus group or provide comments in a survey. Employees shared their personal experiences and opinions on various aspects of working at Crocs, Inc., notably those where they felt especially valued or undervalued. Overall, the key themes evaluated were centered on the following, in order of importance to employees:

- 1 Competitive compensation
- 2 Performance-based rewards
- 3 Recognition and appreciation
- 4 Career growth and development
- 5 Comprehensive benefits
- 6 Work-life balance and work environment

Employees value multiple forms of recognition, noting that highlighting the impact of the work completed, providing opportunities for expansive growth, and supporting a sense of purpose, motivation, and satisfaction feel particularly meaningful. Where appropriate, we are incorporating these insights into our regional and global strategies as part of our process of continuous improvement to make sure our rewards and programs keep meeting the needs of our employees.

\* For the U.S. sessions, Crocs, Inc. selected employees at random across locations, roles and tenures, with the goal of having at least 100 participants in each session. All international employees were invited to participate in a flex session (focus group or survey) with a goal of having at least 100 participants.





# Fit-for-Future ●

Careers at Crocs, Inc. aren't one-size-fits-all. We believe that growth isn't about following a set path, but about creating your own. To that end, we seek to provide resources that enable our employees to shape their next opportunity and proactively build systems that can evolve as our organization matures. As we bring deeper cohesion to our training and development strategies, we're not only focused on defining what leadership means, but also how it's demonstrated.



This year, we took time to create the enterprise framework to which all our learning and development (L&D) programs will align. We defined enterprise-wide leadership behavioral expectations and key drivers of success within the new framework, called the Leadership Blueprint. We completed the Blueprint for directors and above in 2024 and are working to do the same for senior managers, frontline managers, and individual contributors. All Blueprints fall under five enterprise domains: **Grow, Connect, Achieve, Innovate, and Think.** Our intention is that by defining what is expected of a leader in any capacity across the organization, employees can self-determine their path to personal development.

## Retail Crossover

Many of our leaders in Crocs retail worked their way up from store manager to field manager. Given the retail experience within our more senior Crocs brand, we responded to the rapid growth within HEYDUDE by training employees on the leadership path to support either brand. In 2024, we developed a Manager-in-Training (MIT) program for career mobility, in which upcoming Crocs retail manager employees completed a three-week training program alongside a tenured manager before taking over a HEYDUDE store. Out of 20 employees who went through the program, 14 have gone on to become store managers in new stores!



\* This figure is inclusive of retail, distribution center, and corporate job classifications, but excludes employee transitions to/from full-time equivalent (FTE).

## CHARM and VIBES

CHARM is the service model by which we gauge the consumer experience in our Crocs retail stores. In 2024, we brought a similar model, known as VIBES, to HEYDUDE retail stores. Both models are accompanied by specific trainings that help teams create an effective, inclusive in-store experience. Our retail employees often tie employee engagement efforts into service model objectives by bringing friendly competition to sales and conversion rates, or offering each other "kudos" points for exhibiting CHARM or VIBES behaviors, which can be redeemed for prizes. Each month, stand-out retail employees from each store are selected to be in the running for "Top Performer" at the District, Regional, and Overall Brand level. The winners are recognized each month within the retail employee newsletters.

- |   |                                    |
|---|------------------------------------|
| <b>C</b> Creating a Confidently Comfortable Environment | <b>V</b> View Each Day as a HEYDEY |
| <b>H</b> Hear & Help                                    | <b>I</b> Insightful Interactions   |
| <b>A</b> Advocate for Inclusion                         | <b>B</b> Be Curious                |
| <b>R</b> Reveal & Recommend                             | <b>E</b> Embrace Expression        |
| <b>M</b> Master the Multitask                           | <b>S</b> Smarter Not Harder        |

As corporate members of Open to All, our HR and Retail Leadership teams presented to a working group of peers in the retail industry about the inclusive nature of the CHARM model.

## Find Your Stride & Insights Discovery

We continued to run Find Your Stride (FYS) in 2024 – a program for all Crocs, Inc. employees to learn from experts about how to build resilience, manage workloads, and more. This year, we focused on:

- Navigating in a World of Overload**  
Employees learned how to increase their self-awareness and manage overload and burnout in order to be "Confidently Comfortable" in their decision-making.
- People Fuel**  
Participants in this program learned about tools to manage their physical, emotional, mental, and spiritual energy for greater resilience and sustainable high performance.
- Stop Engaging and Make Work More Human**  
Author and keynote speaker Eryc Eyl led a discussion on creating human-centric workplaces and gave actionable frameworks to foster a culture of trust, empowerment, and purpose through unique employee engagement mindsets.

Overall, we had a total of 482 participants in our FYS sessions in 2024.

We also continued inviting our new U.S. corporate and distribution center hires to complete Insights Discovery assessments and attend training sessions, which help employees understand their own and others' preferences and collaborate effectively with colleagues. Given the vision of our Leadership Blueprint, we're evaluating the most relevant use of these programs moving forward. With that in mind, rather than expand Insights Discovery globally, we maintained the program in the U.S., fulfilling specific requests for any team eager to complete it. To maintain accessibility of these programs, all FYS resources are available in our LMS.

## Global Learning Management

Since launching Crocs, Inc. Learning on our new global learning management system (LMS) in 2024, the platform has been highly utilized – a trend we expect to continue as the Learning and Development team provides more personalized learning experiences. Driven by our expansion of microlearning through "bite-size" content, the LMS fosters comfortable, authentic engagement and education. Since our June 2024 launch, employees have completed a total of 748 courses, with the average employee completing nine.





# How Engagement Drives Belonging Globally

## Globally Consistent, Locally Relevant

We believe that a sense of belonging among employees leads to engagement, and vice versa. Our employees regularly take initiative to engage with one another in site-level team building events. In 2024, we introduced another style of engagement – **Global Impact Month**. For thirty days, teams rallied around regional volunteer activities that amplified a collective global outcome. Global Impact Month was an opportunity for us to unite our Community and Inclusivity ambitions, helping young people achieve their greatest potential, while enabling our employees to build relationships and feel engaged at work.

Here are some of the ways our Crocs, Inc. teams connected with one another and their local communities:

Global Impact Month was brought to life by more than 750 team members, across 20 events for 17 different nonprofits worldwide.

Our Shanghai office won the 2024 Human Resource Management award for Top Employer in 2024.

The Crocs brand made the Forbes list of America's Best Employers for Women.

64% of global employees identify as women

54% of global people managers identify as women

Our demographic breakdown has held relatively flat year-over-year, with 70% of our U.S. corporate employees identifying as White in 2023. People metrics are also available in the appendix.

55% of people in the U.S. workforce identify as people of color\*

29% of U.S.-based people managers identify as people of color\*

\* People of color includes those employees who voluntarily self-identified as one of the following race or ethnicities: American Indian/Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Island, or two or more races. All demographic data excludes individuals that chose not to disclose gender or race.  
\*\* This data was collected with the help of two different vendors, and is not reflective of micro-volunteer events that happened at our distribution centers to enable ease of participation among these employees.  
\*\*\* 'Industry peers' refers to those that are identified within Glint's database.

Our diverse workforce is a source of collective strength for our business, and we remain focused on building an inclusive workplace culture at large – building healthy workplace relationships, fostering a mentality of allyship across dimensions of representation, and championing spaces that are open to all. For our global employees, finding new and varied opportunities for connection and belonging is a point of pride, and they are encouraged to find meaningful pathways of engagement, culture, and celebration in the workplace.

This reflects a significant first step in measuring our volunteer work.

Jump to our Community section to read more about our strategic approach to collaborating with nonprofits. →



### In North America,

- Our Nevada distribution center held an annual dunk tank fundraiser to donate school supplies to local elementary schools and volunteered with a local nonprofit that assists adults with disabilities.
- The Crocs, Inc. Broomfield HQ held a "Come As You Are" social event with snacks purchased from local LGBTQ+-owned businesses.
- GLOBAL IMPACT MONTH** Our Ohio and Nevada distribution centers filled backpacks with school supplies for children, while our Broomfield and Westwood headquarters built career readiness kits and Science, Technology, Engineering, Art, and Math (STEAM) kits, to inspire young minds and support underserved youth with interviews and job hunting, respectively.



### In Europe,

- Employees in Italy held an "Odd Crocs and Socks" day to celebrate inclusion.
- Netherlands employees created an outdoor garden at the Netherlands distribution center and participated in an annual 6km run.
- GLOBAL IMPACT MONTH** Netherlands employees built STEAM kits to inspire creativity in young minds and filled backpacks with school supplies for children from underserved communities.

### Virtually,

- GLOBAL IMPACT MONTH** Employees in EMEA, China, Japan, Korea, and the U.S. shared videos about their personal career stories to help youth build paths to a successful career, with U.S. and EMEA teams also creating digital posters highlighting the importance of education.

## Engagement Survey Insights

Our annual engagement survey continues to help us better understand the employee experience at Crocs, Inc. and is a critical feedback mechanism that we use to inform our engagement efforts.

We received the highest scores for the following statements on growth prospects and customer focus.

- "I am excited about Crocs, Inc.'s future."
- "Crocs, Inc. delivers a great customer experience."
- "I have good opportunities to learn and grow at Crocs, Inc."

These sentiments reflect our top opportunities to improve, for which we are creating action plans:

- "The work that I do at Crocs, Inc. is meaningful to me."
- "People at Crocs, Inc. live the company values."
- "I feel satisfied with the recognition or praise I receive for my work."

The global focus groups we held in 2024 are directly helping to inform our next steps related to employee recognition.



Our April 2024 score reflects responses from 69% of our enterprise employees. Our engagement score stayed the same year-over-year and is above the retail industry peer benchmark score of 74.\*\*\*





In this section, we'll talk about:

- Raw Materials
- Chemicals Management
- Packaging Innovation
- End-of-life Solutions

When it comes to circularity, we continue to think outside the (shoe)box – finding creative end-of-life solutions when it's time for a fresh pair of kicks, sourcing alternative materials, and expanding the use of recycled content in our packaging. Taking steps toward a truly circular economy is incredibly complex, requiring partnerships across industries and organizations. That's why we focus on making circular practices more accessible throughout our value chain – from collaborating with suppliers and factories to adopt new production processes to building reuse pathways that allow our fans to play a role in creating more circular products.

In 2024, we completed an enterprise raw material analysis for finished goods and packaging to evaluate our materials' risks and opportunities. We also engaged suppliers and factories across both brands in restricted substance training, certified all Crocs brand entities that purchase bio-circular material through ISCC PLUS, and began producing our Crocs polybags with 100% post-industrial recycled content. To support our long-term vision to globalize our Circularity program and better serve all our consumers around the world, we expanded our takeback shoe return program across the U.S. and Canada, launched our 'Keep It Going' Classic Clog with 25% post-consumer recycled content, and continued our industry collaboration with The Footwear Collective.

# Circularity

Crocs, Inc. will champion circular models of production and consumption through...

more innovative product design and collaboration.

183

retail stores in U.S. and Canada

participated in the 'Old Crocs. New Life.' takeback program

Our end-of-life programs for shoes and select packaging are not only consumer solutions, but also a business opportunity to think about waste differently. For example, through our takeback program, returned shoes in non-wearable condition are sorted into proper material recycling streams by our partners at ReCircled to create PCR material feedstock for new products.

Flip to pg. 27 to learn more about the expansion of our takeback program →



# Following our Material Flow

our Croslite™ compounds, we continue to deepen our understanding of our material use more broadly – focusing on identifying options with a lower environmental footprint and preparing for regulations that require further supply chain traceability.

When it comes to material inputs, sourcing circular alternatives for our Croslite™ compounds not only represents a best practice of circularity, but also an intervention within our emission reduction roadmap. Beyond

## Certification Documentation Deep Dive

We source repurposed bio-based waste from other industries for our Croslite™ compounds, which are certified by International Sustainability and Carbon Certification (ISCC) PLUS. In fact, the raw material supply chain we source the bio-circular feedstock\* from is also ISCC PLUS certified. In 2024, members of our Supply Chain Sustainability (SCS) team tracked and verified that all relevant Tier 1 factories and Tier 2 suppliers completed ISCC audits and received (or in some instances renewed) their ISCC PLUS certifications. As part of our supply chain's ISCC requirements, we receive and manage certified partners' Sustainability Declarations (SD), along with additional materials data. SDs serve as certification documents that track the movement of bio-circular materials along the supply chain and validate the characteristics of the certified material we use in our shoes. We then generate our own outgoing SDs, and have built tools to support monthly reporting and maintenance of our ISCC certification – all in service of increasing traceability and material data across our supply chain.

The ISCC PLUS certification is one of over 50 trusted sustainability certifications recognized by Amazon's Climate Pledge Friendly program. The Climate Pledge Friendly program collaborates with certifications that are reputable, transparent, and have a focus on preserving the natural world. When shopping for Crocs products on Amazon.com, shoe-lovers can look for the leaf to discover styles certified by ISCC PLUS and learn more about the certification.



A mass balance approach means that our factories are gradually incorporating both ISCC-certified bio-circular materials and conventional materials into the production process at-large, rather than into individual shoes. We measure the total amount of bio-based material entering our production of Croslite™ compound, so the exact amount of bio-circular content in any given pair of shoes may vary.

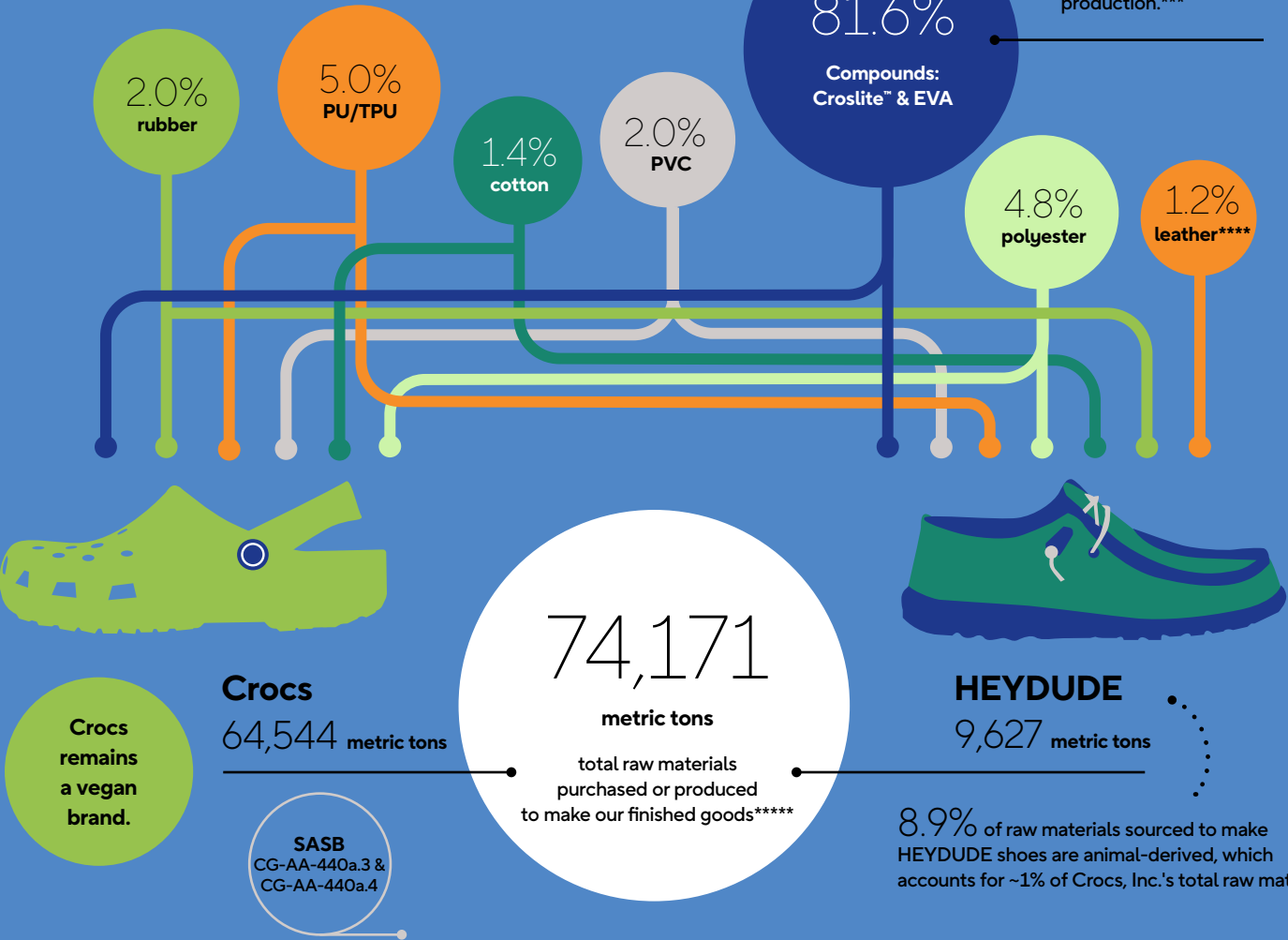


# Understanding our Materials Impact

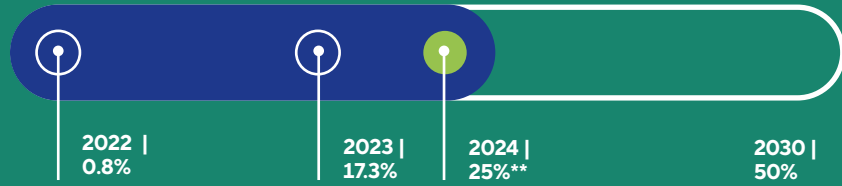
Sourcing materials with circularity attributes will positively contribute to our broader Purpose ambitions and goals, including our goal to reduce the carbon footprint of our Crocs Classic Clog. Incorporating bio-circular content within our Croslite™ compounds is one intervention that minimizes our reliance on virgin and fossil fuel-derived materials, and our use of these materials so far has supported both our Circularity and Climate objectives.

Depending on our production mix, and when onboarding new suppliers, there can be occasional changes in our ability to reuse our post-industrial scrap as we work to get recycling systems in place.

In 2024, we came together to assess our profile of raw materials against current and future regulatory requirements and business risk, as well as environmental risks and opportunities related to carbon impacts, water, land, resource use, and chemicals management.



**Goal**  
Achieve 50% bio-circular content within our Croslite™ compounds on a mass balance basis.



In 2024, we worked toward a target year of 2030 and achieved our interim internal milestone to exceed an average of 25% bio-circular content within our Croslite™ compounds.\*\* We're now in the process of evaluating whether this goal related to bio-circular materials, or another approach, is more in line with our business needs and Purpose ambitions. We aim to prioritize opportunities that further support our 50% carbon reduction goal for the Crocs Classic Clog.

Flip ahead to read more about our Classic Clog's carbon goal in the Climate Section. →

## HEYDUDE Materials Exploration and Summit

In 2024, our HEYDUDE materials sourcing team focused on diversifying our Tier 1 factory network and streamlining our Tier 2 suppliers, working with our Global Trade Compliance and Legal teams to draft updated agreements that incorporate additional due-diligence quality checks. In October, HEYDUDE also hosted its first Material Summit in China, with over 100 attendees representing both Tier 1 factories and Tier 2 suppliers. Discussions focused on the brand's sourcing strategy, material development, product execution, restricted substances management, testing and quality processes, and social compliance objectives. Based on a brand material assessment completed in late 2024, we also discussed what we see as our biggest opportunities of focus.

\* Bio-resins are manufactured and supplied with bio-circular feedstock, including but not limited to: tall oil, used cooking oil, and palm fatty acid distillate under mass-balance certification according to the International Sustainability and Carbon Certification Plus (ISCC+).  
\*\*\* By only incorporating post-industrial content from our own production, we mitigate concerns of restricted substances that might result from unknown sources.  
\*\*\*\* This material was only purchased by the HEYDUDE brand.  
\*\*\*\*\* Each listed materials accounts for at least 1% of the total weight of raw materials purchased or produced during 2024. A full list of materials is available in the appendix.

\*\*In September 2024, ISCC certified a trailing 12-month average of 25% bio-circular content in our Croslite™ compounds on a mass balance basis. This amount was maintained for the remainder of the year and then used to calculate emissions reductions and product carbon footprints. The percentage of bio-circular content fluctuates monthly based on, for example, the amount of bio-circular materials purchased and the amount of Croslite™ compounds produced. Due to these variable conditions, we used a buffer of additional bio-circular materials to make sure we hit our internal 25% target, which resulted in an actual average of 27.0% for the full calendar year on a mass balance basis.



# Unpacking our Bags & Boxes

Adhering to regulatory and internal enterprise chemical thresholds keeps our people and environment safe and provides the foundation that supports all other facets of our factories' operations. When it comes to packaging, we've taken strides across both brands: incorporating recycled content, improving sources of primary data, and exploring alternative materials that keep our products safe while in transit.

## Chemicals Management

We continue to use the Crocs, Inc. Restricted Substance Policy, which houses our restricted substances (RS) list, as our north star for chemicals compliance, management, and training. We regularly review the policy and, in 2024, made updates to reflect new mandatory testing requirements and additions to our RS list. Our enterprise RS Testing Plan and Supplier RS Performance Classification Policy serve as additional due diligence mechanisms to eliminate substances of concern in our products and promote an effective management system in our supply chain.

In alignment to our 2023 stance and in compliance with applicable state and federal laws and regulations, Crocs, Inc. does not intentionally add PFAS to any of our products or packaging. We have incorporated safeguards around PFAS use in our product testing and RS program in line with global industry standards, and work with recognized third-party labs to test applicable Crocs and HEYDUDE products for PFAS. We're also exploring how we can address our priority topic around pollution through our chemicals management strategy.

Two sessions were provided for Tier 1 and Tier 2 vendors in China, and one was held in Vietnam for all other vendors of Crocs, Inc. In aggregate, a total of 456 supplier representatives attended. Trainings reinforced critical protocols, such as our audit checklist and testing program, and leveraged mock RS failure case studies to practice root cause analysis.

Not all materials are fit for a circular economy.<sup>1</sup> Our chemicals management strategy sets clear guardrails to help us avoid intentionally adding substances that could prevent our materials and packaging from being recirculated within closed-loop systems.

3 training sessions on restricted substances were held for Tier 1 factories and Tier 2 suppliers across both brands

SASB  
CG-AA-250a.1 &  
CG-AA250a.2



## Increasing Recycled Content

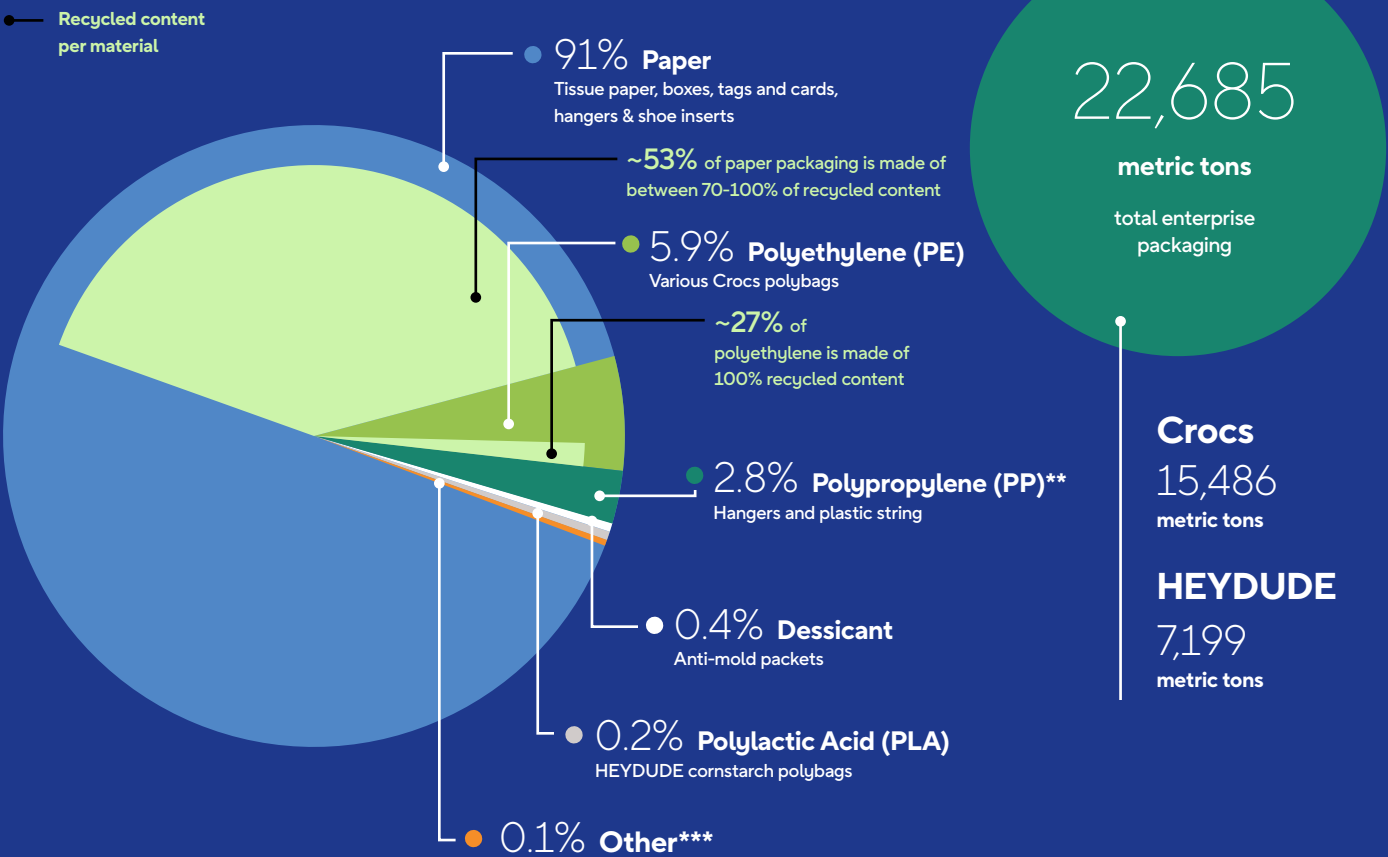
In 2024, we worked to improve the scope and granularity of our packaging data to support compliance with global plastics regulations. The better quality of our data, the more equipped we are for making insightful business decisions.

For the Crocs brand, polybags make up the largest portion of our consumer-facing packaging. In early 2024, we began production on post-industrial recycled (PIR) content polybags and transitioned more than 82% of our factories using our previous ziplock polyethylene (PE) polybags to the 100% PIR polybags, with a 100% transition completed in early 2025. To take things one step further, our Crocs retail team spearheaded the launch of a polybag takeback program, through which all polybags are sent in used shipping cartons or recycled poly mailers to our packaging partner, who then uses the bags as feedstock for additional recycled packaging.

On the HEYDUDE side, plastic (and polybags for that matter) are minimally used. When they are needed, the brand uses polybags made of poly-lactic acid (PLA) derived from cornstarch. In 2024, our HEYDUDE suppliers used recycled cardboard and paper inserts within shoeboxes, and we're in the process of seeking certification documentation from suppliers related to these claims.

185 Crocs retail stores across the U.S. implemented a polybag takeback program

## Our Enterprise Packaging Breakdown\*



\* This breakdown includes both consumer facing packaging as well as packaging sourced for packing and re-packing at distribution centers or retail locations. Figures are calculated by weight (in metric tons).  
\*\* This includes OPP (film).  
\*\*\* This includes Polyethylene Terephthalate (PET) film used for stickers and stitching, hang tags, and nylon.



# Another Step Toward Circularity

Our end-of-life programs for shoes and select packaging are not only consumer solutions, but also a business opportunity to think about waste differently. In collaboration with employees, industry peers, and fans, we've hit major strides with our 'Old Crocs. New Life.' takeback program and demonstrated what Crocs, Inc. – and the footwear industry at large – is capable of when it comes to implementing circular solutions.

Soles4Souls's 4Opportunity program helps people step out of poverty and reach their true potential by helping those in lower-income countries start and grow small businesses that sell donated shoes and clothing.<sup>2</sup>

~140K

additional pairs of shoes

donated through  
Soles4Souls\*

## Takeback Takeover

Our fans are active participants in our circularity strategy, bringing back their outgrown or well-loved Crocs shoes and further enabling us to implement recycling solutions. Since the launch of the 'Old Crocs. New Life.' pilot in October 2023, we've expanded our retail takeback program to all U.S. and Canada stores\*\* and online, and began offering a mail-in option using recycled mailer packages for added consumer convenience. Our retail teams have been at the forefront of our efforts, engaging with consumers on our ambitions, assisting in the collection and return of products, and offering a 10% discount on a new pair of Crocs shoes when returning an old pair – a gesture of appreciation for what we've been able to accomplish together.

This is a 75% increase from the 45 U.S. retail stores that piloted the program in 2023.

183

retail stores in  
U.S. and Canada

participated in the  
'Old Crocs. New Life.'  
takeback program\*\*

Building on the momentum of our takeback program in the U.S., our Netherlands distribution center is piloting a shoe recycling program with local partner FastFeetGrinded (FFG) who has developed a recycling installation that pulverizes and separates all types of footwear. FFG collects pre- and post-consumer footwear and converts them into granulates. FFG's extensive network of partners then use the granulates to produce outsoles, midsoles, flip flops, and even recycled materials for other industries.

## Better Materials, Less Waste: The 'Keep It Going' Classic Clog

In 2024, we launched a limited-edition Keep it Going (KIG) Classic Clog featuring 25% post-consumer recycled (PCR) content, building off the success of our 'Old Crocs. New Life.' Program. The clog's design conveys its circularity story, with visible specs of Crocs Shreds (recycled shred from Crocs shoes that we've taken back) and a backstrap that encourages consumers to 'Keep It Going' – a nod to the important role that fans have played in Crocs' sustainability progress. Its launch reflects the momentum that's possible through collaboration and offers a (stylish) proof point of our circularity strategy in action.

So, what happens after we've collected a retail or mail-in box of Crocs shoes? When it comes to sorting the materials that come through our takeback program, any shoes that are in wearable condition are donated to our partners at Soles4Souls, who distribute them to global entrepreneurs through their 4Opportunity program. Returned shoes in non-wearable condition are sorted into proper material recycling streams by our partners at ReCircled to create PCR material feedstock for new products.

In addition to the 'Old Crocs. New Life.' consumer collections, we also sort and send shoes to Soles4Souls or ReCircled that result from excess or damaged inventory, and production samples from our headquarters, distribution centers, and retail locations.

Collect through Takeback Program

Donate through Soles4Souls

Sort (or Grind) through ReCircled

"I want to thank every Crocs fan who brought in or sent back their old Crocs shoes so we could explore ways to give them a new life. This type of circularity program only works when consumers engage and are willing to do some good in the world together."

– Deanna Bratter,  
Chief Sustainability Officer,  
Crocs, Inc.

Our KIG Clog  
was featured in Fast  
Company and  
Teen Vogue!

In 2024, Crocs, Inc. sold 154 million pairs of shoes worldwide. In an industry that creates over 22 billion pairs of shoes every year, we know that circular solutions are not one-size fits all.<sup>3</sup> In

embracing the nuanced reality of circular economy innovation, many solutions available today are considered "circular-ish" – a step in the right direction rather than a fully closed loop solution.<sup>4</sup> That's why we're passionate about sharing our learnings and continuing to collaborate with other industry brands in a pre-competitive, think-tank approach to scale circular infrastructure and readiness.

## Scaling End-of-Life Solutions

After joining The Footwear Collective as founding members in 2023, we've begun working on an infrastructure project, along with ten other participating footwear brands, focused on post-consumer takeback and recycling programs. Our Director of Sustainability and Transformation serves as the lead for this project. Our shared objective is to establish a takeback and recycling program that increases consumer participation and aggregates post-consumer products. Together, we're also working to accelerate the scale of collection, pre-processing, and recycling technologies to feed products and materials into the most effective reuse pathway. To that end, we began exploring project proposals with circular solution providers and expect a pilot testing phase to kick off in mid-2025.

\* This total reflects Crocs and HEYDUDE shoes donated by Crocs, Inc. globally, unrelated to the takeback program.  
\*\* The expansion of our retail and mail-in takeback programs exclude Hawaii and Puerto Rico.



and recalibrate our resource use.

Crocs, Inc. will work to mitigate our contribution to climate change...

# Climate Stability



## In this section, we'll talk about:

- Emissions by Scope
- Net Zero Pathways and Progress
- Carbon Footprints by Style
- Natural Resource Use

As a member of the footwear and apparel industry, we recognize the need to lower our greenhouse gas (GHG) emissions, mitigate risks associated with a changing climate, and build resiliency into the way we operate. As we continue to update our GHG inventory, we are letting data lead the way, illuminating opportunities that meet shared objectives within our business strategy, as well as our Circularity and Community ambitions.

In 2024, we followed through on our commitment to set near-term, science-based emissions reduction targets through Science Based Targets initiative (SBTi), broke ground on a solar project at our Las Vegas distribution center, piloted innovative transportation solutions, and completed new carbon footprint assessments for the Crocs Classic Clog and HEYDUDE's top style shoes, the Wendy and Wally. We're excited by the tangible steps we took this year to progress on our path to Net Zero and keep our business growth top of mind as we address our impact.

In 2024, we prioritized advancing renewable energy projects, starting with solar at our Las Vegas distribution center (shown here). We are excited that our on-site production is expected to cover 40-60% of the total projected electrical load for the building.

Flip to pg. 33 to learn more about how we're reducing emissions from energy use →

~10%  
reduction in emissions per  
pair of Crocs Classic Clogs

from bio-circular content in our  
Croslite™ compounds  
since our 2021 baseline

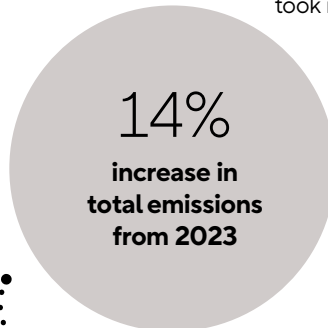
Flip to pg. 36 to learn more about our  
product carbon footprints →



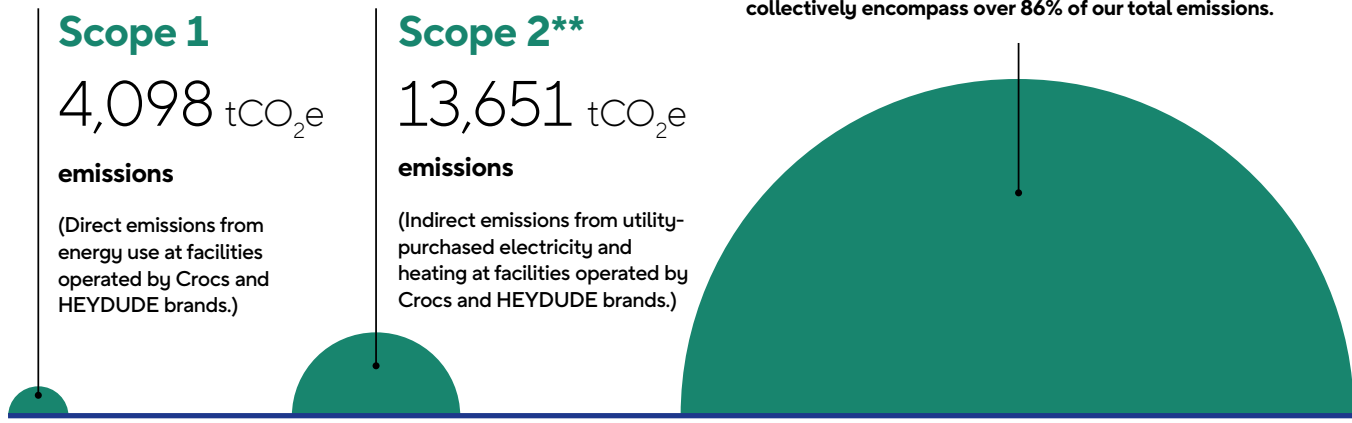
# An Update on Net Zero

## Our Emissions Profile

In keeping with best practice, we regularly evaluate our emissions profile. This means we're accounting for the most current organizational information, including changes to our operations, as well as the latest available emissions factors. This year, we again took measures to achieve limited assurance for the areas of highest impact within our GHG inventory, including Scope 1, Scope 2, both market-based and location-based emissions, as well as Scope 3 Category 1: Purchased Goods and Services and Category 4: Upstream Transportation and Distribution.

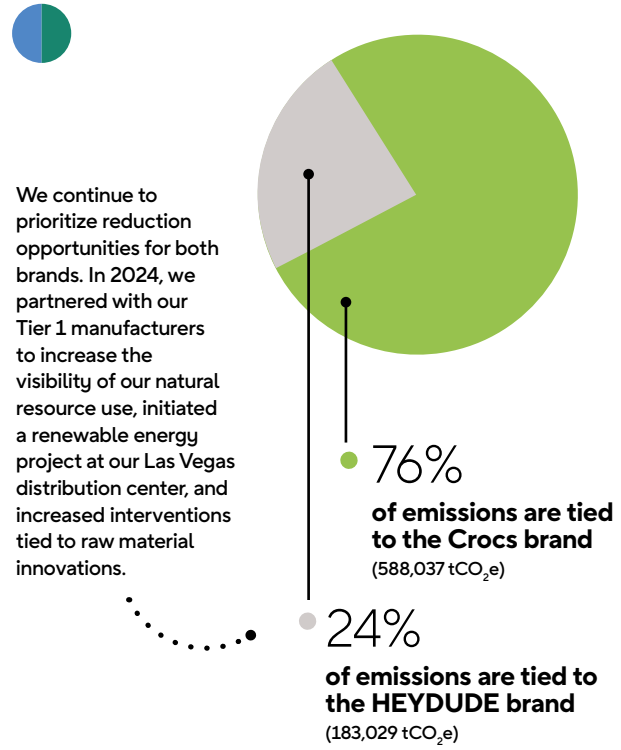


We remain confident in the interventions we've identified as opportunities to reduce our emissions footprint. With 75% of total emissions resulting from activities in Scope 3, Category 1: Purchased Goods and Services, we continue to focus on lower emission alternatives in our materials, such as bio-circular materials in our Croslite™ compounds. This has already made a measurable impact on reducing our GHG emissions footprint. In fact, this year, we hit a new milestone in bio-circular usage that led to a ~31,700 tCO<sub>2</sub>e reduction in absolute emissions when compared to business as usual.\* We're also increasing the caliber of data for the carbon footprints of our most popular styles, helping us to deepen our understanding of operations and identify targeted, data-backed opportunities to address emission hotspots.



\* The reduction in emissions resulting from bio-circular usage reflects the ISCC-certified amount of bio-circular material of 25%, as of September 2024.  
\*\* Unless otherwise specified, Scope 2 reported emissions throughout the document correspond to the market-based approach, as defined by the GHG Protocol. By comparison, Scope 3 emissions are reported on a location-based approach, with the exception of Category 1: Purchased Goods and Services to better account for changes in clean energy acquired by Tier 1 factories.  
\*\*\* In 2024, we did not include out of scope emissions that result from refrigerants at Tier 1 suppliers in our GHG inventory because they are not covered by the Kyoto Protocol or GHG Protocol.  
\*\*\*\* After publishing the 2023 Comfort Report, we worked with a third-party to verify our areas of highest impact within our 2023 GHG inventory, including Scope 1, Scope 2, and Scope 3: Category 1 - Purchased Goods & Services, and Scope 3: Category 4 - Upstream Transportation & Distribution. As a result, our 2023 emissions data were updated to account for the verifiers' findings related to electricity and natural gas usage (Scope 1 & 2), as well as waste and wastewater (Scope 3). Separately, we discovered a minor error post-verification due to an overallocation of Tier 1 suppliers' waste and wastewater to Crocs and HEYDUDE. This resulted in a <1% overestimation of total emissions, which does not meet our recalculation significance threshold of 5%.

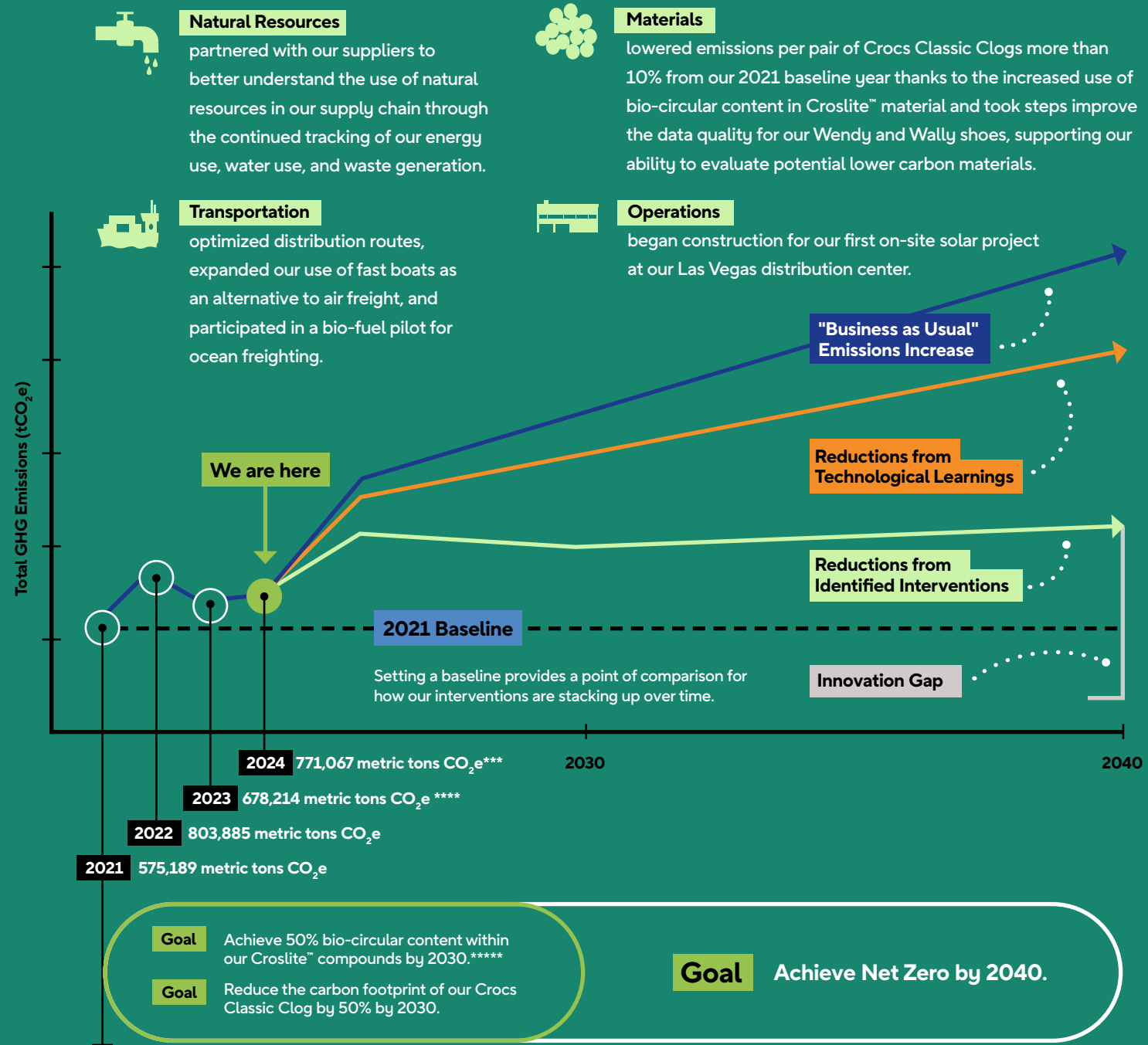
Our annual greenhouse gas inventory and the pathways we've identified to reach Net Zero help us prioritize where we can align our interventions across our Climate Stability and Circularity priorities.



**Scope 3**  
753,318 tCO<sub>2</sub>e emissions  
(Indirect emissions from our peripheral activities and value chain related to both Crocs and HEYDUDE brands.)  
Scope 3 emissions represent nearly 98% of our total GHG emissions. Consistent with prior years, our two largest categories are Purchased Goods and Services and Upstream Transportation and Distribution, which collectively encompass over 86% of our total emissions.

# Current Progress on Our Identified Interventions

New milestones and progress points on our GHG reduction roadmap demonstrate our early actions toward reaching our goals. We evaluate potential interventions by considering regulatory requirements and business objectives alongside emissions reduction opportunities. We also work closely with our suppliers and partners to create shared ownership over our goals, reduce environmental premiums, and achieve greater visibility into our value chain.



## New and Approved Science-Based Targets!

In 2024, we formally submitted proposals to the Science Based Targets Initiative (SBTi) and, as of May 2025, SBTi has approved our submission. We have set two near-term targets with a target year of 2032. Our first target commits us to reducing Scope 1 and 2 emissions by 50.4% from our 2022 baseline. The second commits us to reducing our Scope 3 Category 1: Purchased Goods and Services and Category 4: Upstream Transportation and Distribution emissions by 58.20% per dollar of value added within the same time frame. These targets provide us with clear directives, and in the years to come, we'll provide updates on our progress toward these SBTi goals.

\*\*\*\*\*In 2024, we worked toward a target year of 2030. We're now in the process of evaluating whether this goal related to bio-circular materials, or another approach, is more in line with our business needs and Purpose ambitions.



# Advancing Lower-Carbon Solutions

## Reducing Emissions from Energy Use

Activating where we have direct operational control is a meaningful step toward our SBTi targets and overall climate goals. With electricity consumption continuing to be the most significant driver of emissions in Scopes 1 and 2, representing ~2% of total emissions, we prioritized advancing renewable energy projects, starting with solar at our Las Vegas distribution center. We are excited that our on-site production is expected to cover 40-60% of the total expected electrical load for the building and, overall, the array is estimated to produce over 1,700 MWh in its first year of generation.

When it comes to our operations, we are considering opportunities that target both where we have the greatest operational control and where our emissions footprint is significant.



In November of 2023, we began construction of a new solar system at the Las Vegas distribution center, and we're excited to share that it began operating in March 2025. We are beginning to consider how we might expand our focus on renewable energy across the remainder of our physical spaces, including our offices, retail stores, and other distribution centers. In fact, in 2024, at our Netherlands distribution center, we worked collectively with other businesses to explore purchasing electricity from those in the area that are generating renewably.

Beyond renewable energy, we are also exploring ways to be more efficient in our daily operations. In the Netherlands, for example, our office implemented a program focused on "powering down for the greater good" in which teams are taking small actions to reduce the footprint of their physical spaces and achieve cost savings through reduced energy consumption. This includes adjusting light settings, shutting down screens, and using "energy saving modes" for technology.

11% decrease in Scope 1 and 2 emissions

In 2024, our Scope 1 and 2 emissions decreased primarily due to a reduction in the number of operational facilities and lower consumption of electricity and natural gas. Across company owned and operated facilities, we consumed 183,818 GJ of energy, which is a 10% reduction compared to 2023. Emissions from electricity use, specifically, were further reduced by the application of a lower average emissions intensity factor\* at sites where detailed energy data wasn't available.

### Scope 1 & Scope 2

77%

of combined Scope 1 and 2 emissions stems from purchased electricity consumption

with 34,035 MWh of electricity used globally across company-operated facilities.\*\*

Scope 3  
16% of Scope 3 emissions\*\*\*

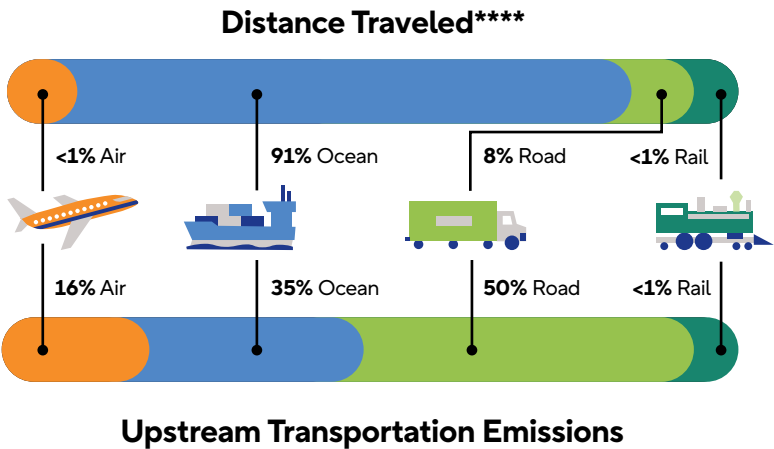
stem from Upstream and Downstream Transportation and Distribution (T&D)

After joining the Clean Energy Buyer Association (CEBA) in 2023, we participated in CEBA's "Corporate Energy Consumer Boot Camp" in 2024. This program helped us prepare for the kick-off of our first on-site solar project.

By cutting back on air freight, increasing fast boat shipping, and shifting to rail where possible, we achieved an overall reduction in T&D emissions from 2023—even as we moved more product. In 2024, emissions from upstream T&D decreased by 8% compared to 2023. On the downstream side, we increased our collection of data tied to T&D activities, expanding our scope of inputs for our inventory calculations, ultimately leading to an increase in downstream T&D emissions. However, emissions grew at a lower rate than activity thanks to our shift toward ocean freight shipping, which has a lower carbon intensity.

## Transporting and Distributing Our Products

In 2024, the pathways toward our climate goals came to life through our transportation and distribution efforts – we optimized logistics and distribution routes and piloted new, less carbon-intensive modes of transportation to move our products across the globe. Our approach is holistic, factoring in transportation modes and distances traveled in decision-making, as well as hyper-local, addressing the unique opportunities and limitations of each region within our value chain.



## Optimizing Transportation and Distribution Routes



In 2024, we optimized the routes our products take to get to their final destination in the U.S. by using intermodal transportation, allowing us to rely more heavily on rail, a lower-carbon alternative to road. In fact, by increasing the amount of product transported via rail instead of road in 2024, we avoided emitting an estimated 3,000 tCO<sub>2</sub>e.\*\*\*\*\* Through this initiative, we also loaded and packed products into containers more efficiently, reducing the overall number of containers necessary and unlocking cost and emissions savings in the process.

We also took a closer look at product orders in Australia and determined that opening a new warehouse in Brisbane would save on travel time and emissions associated with heavy-duty vehicles used for moving product across the country. We applied learnings from this project to other locations in Australia, including Sydney, where a similar cross-dock facility process was implemented. Opening the Brisbane and Sydney cross-docks saved an average of 2,208.8 kg CO<sub>2</sub>e per trip.\*\*\*\*\*

## Thinking Innovatively About Our Modes of Transportation



This year, we expanded the use of fast boat shipping in key markets as a lower

carbon alternative to moving products via air freight for expedited deliveries. And, working collaboratively with our transportation partners, we piloted the use of a biofuel blend to move 50 containers of product from Asia to Europe.



\* This lower emissions factor was influenced by one site in particular that significantly cut its electricity use in 2024, which both decreased our overall electricity consumption and led to a lower average intensity factor.

\*\* In 2023, we reported our electricity used as 30,361 MWh. This number was updated to 38,573 MWh after the verification of our 2023 GHG Inventory. Our electricity usage decreased by nearly 12% when compared to 2023.

\*\*\* This figure represents both upstream and downstream transportation and distribution emissions, which each represent 14% and 3% of Scope 3 emissions, respectively. "Upstream" includes emissions from the transportation and distribution of products purchased, between our Tier 1 factories and our own operations (in vehicles and facilities not operated by us). "Downstream" includes emissions from the transportation and distribution of products sold, between our operation and the end consumer (in vehicles and facilities not operated by us).

\*\*\*\* Distance travelled is calculated in our GHG inventory as total weight-distance (tonne-kilometre).

\*\*\*\*\* Emissions avoided are conservatively estimated using the best available data on trucking routes, fuel-specific emissions factors, and, where necessary, comparisons of tonne-kilometre emissions for road versus rail.

\*\*\*\*\* On average the Brisbane facility saved 2,526 kg CO<sub>2</sub>e per trip, while the Sydney facility saved 1,113 kg CO<sub>2</sub>e per trip. These savings were calculated based on tonne-kilometre emissions, using specific data on the types of vehicles and their associated emissions factors.

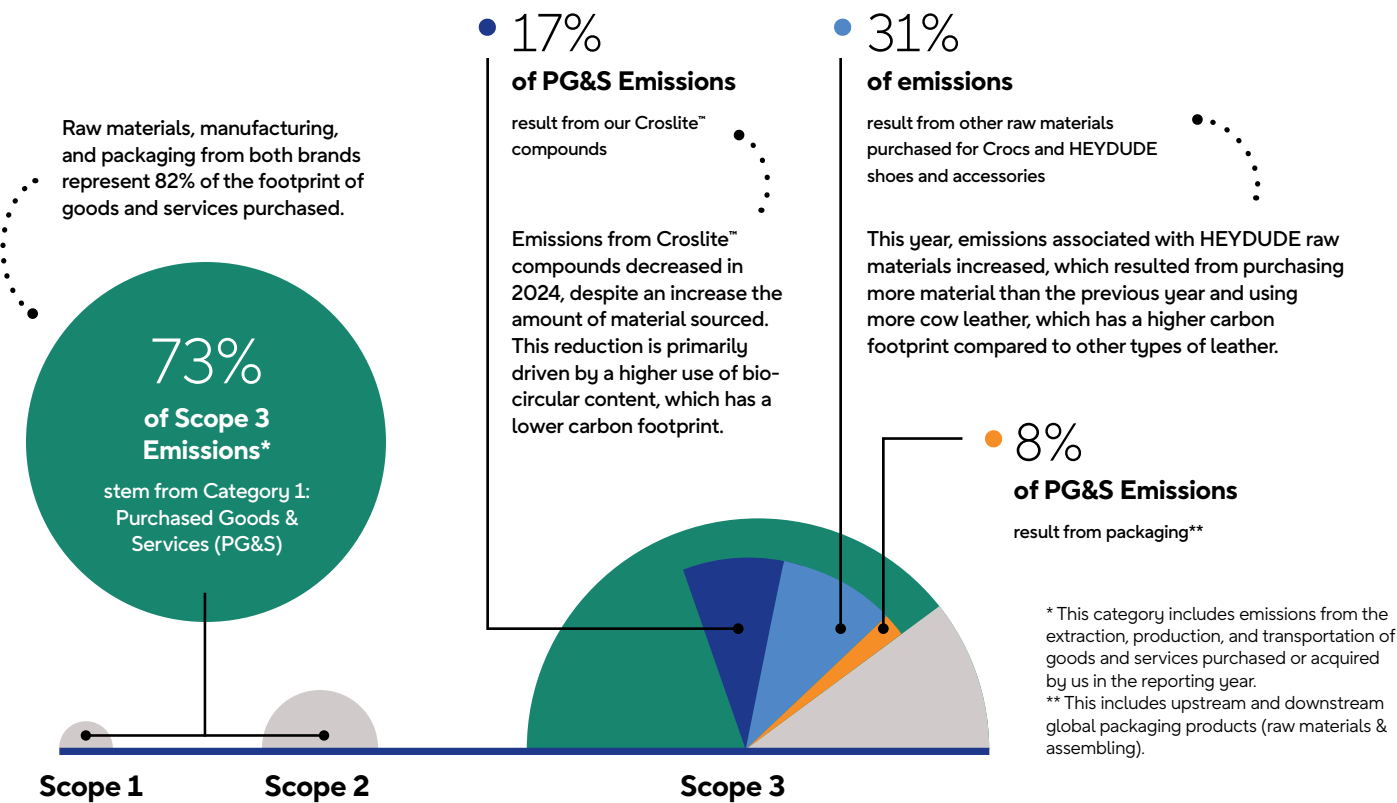


# Reducing Emissions Through Material Interventions

## Raw Material Interventions

While increasing lower-carbon alternatives in our Croslite™ compounds continues to be one of our biggest opportunities for emissions reductions, we’re making progress across our other product categories (like the Wally franchise!). We are still evaluating potential opportunities as it relates to raw materials sources for Jibbitz™ charms and other non-shoe components.

In 2024, the official launch of our ‘Old Crocs. New Life.’ takeback program across the U.S. and Canada created an opportunity for including post-consumer recycled (PCR) in our products, namely the Keep It Going Crocs Classic Clog. Through this initiative, we are reducing the emissions burden of our products at the end of their life, and increasing the amount of recycled content that can go on to make new shoes. We’re excited about this alignment between our circularity and climate stability ambitions.



Given that the majority of our emissions stem from our supply chain, we continue to focus our efforts on reducing emissions from Tier 1 manufacturing, raw materials, and packaging. In fact, when it comes to raw materials, we’re uniquely positioned to scale emission reduction opportunities across our portfolio because 80% of our total material usage is attributed to our Croslite™ material. This means that focusing on lower carbon alternatives for Croslite™ can have a big impact. In 2024, we hit a new usage milestone for bio-circular materials in our Croslite™ compounds, pushing the envelope on our already-low carbon footprint Crocs products. Also, with updated third-party certified carbon footprint assessments, we’re developing a clearer picture of the raw material interventions available to reduce emissions for HEYDUDE products.

## Carbon Footprints by Style

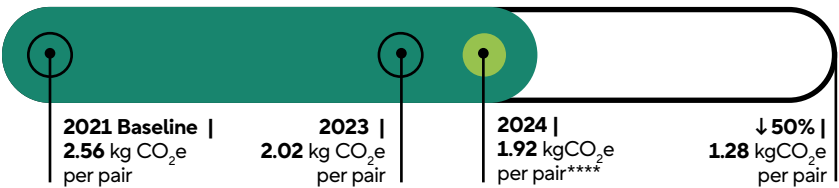
Carbon footprint assessments help us understand the entire lifespan of our shoes, from cradle to grave. Through detailed analysis and extensive cross-functional collaboration, we can calculate the holistic carbon footprint of a product\*\*\*\*\* and identify where our largest sources of carbon originate. From sourcing and procurement to transportation and distribution, we’re working to create a comprehensive footprint that reflects the true journey of our shoes. We’ve also created an in-house tool to conduct and certify assessments with an independent third-party review to ground our insights in the most accurate and complete data.



In 2024, we strengthened our understanding of our products through enhanced data collection, allowing us greater insight into the carbon footprint of specific materials.

### Goal

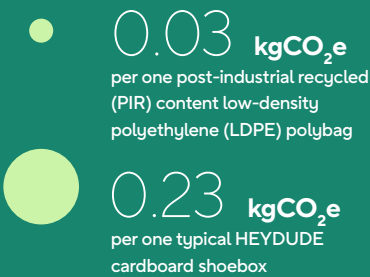
Reduce the carbon footprint of our Crocs Classic Clog by 50% by 2030.\*\*\*



According to our 2024 product carbon footprint, we are officially halfway toward our Crocs Classic Clog emissions reduction goal! Achieving a new milestone of 25% bio-circular content in our Croslite™ compounds led to a nearly 5% reduction in emissions per pair of Crocs Classic Clogs in 2024 compared to 2023 and, cumulatively, a reduction of approximately 10% since our 2021 baseline. We are excited about the tangible impact that lower-carbon materials have had on our emissions footprint.

## Packaging Interventions

In 2024, we worked to formalize plans for potential packaging interventions to better understand how specific actions can impact our footprint. One of our 2024 successes was the implementation of our 100% post-industrial recycled (PIR) content polybag at 82% of our factories. We are also evaluating how to increase PIR content in our other packaging components.



The updated (and certified!) carbon footprints we completed in 2024 for our most popular styles included packaging. The insights we learned from our assessments have helped us develop a deeper understanding of our packaging and are informing our transition to materials made with recycled or lower-carbon content. While we saw a slight increase in emissions from packaging, we’re confident in the transition we are making to less emissions intensive materials.

\*\*\* This goal is calculated on a per pair basis for the Crocs Classic Clog. Carbon footprints for additional Crocs brand styles can be found in our 2021 Comfort Report.  
\*\*\*\* The 2024 product carbon footprint calculation used the ISCC-certified amount of bio-circular material of 25%, as of September 2024.  
\*\*\*\*\* Footwear carbon footprints are calculated using industry recognized sample sizes across our product classifications.



# Our Suppliers' Environmental Footprint

## Partnering with Suppliers on Environmental Stewardship

We're committed to creating a reciprocal relationship with partners in our supply chain, and that starts with establishing a clear understanding of environmental impact so that we know how to best support them. To do this, we continue to use Cascale's Higg Index tools to track our suppliers' progress across environmental management systems, energy, water, wastewater, chemicals, air emissions, and waste. To encourage shared accountability for environmental impacts, we aim to increase the number of Tier 1 and Tier 2 suppliers across both brands that complete the Higg Facility Environmental Module (Higg FEM) self-assessment.

We also discussed how we can collaborate with our manufacturing partners to advance emissions reductions at our Supplier Summit (see the Community section for more information), especially since electricity usage continues to be the main driver of emissions for Tier 1 manufacturing in our GHG footprint. Starting in 2024, we're also including questions about renewable energy in our supplier surveys to better understand our collective baseline.

Tier 1 manufacturing is the single largest contributor to our carbon footprint, accounting for ~19% of total emissions, with electricity use making up 93% of Tier 1 manufacturing emissions\* for the Crocs brand and 72% for the HEYDUDE brand. While energy consumption by Tier 1 suppliers remained consistent to last year, emissions from manufacturing decreased as a result of suppliers sourcing more renewable electricity. Crocs, Inc. shares facilities with other brands and, as the industry seeks to reduce collective emissions from manufacturing, energy is increasingly being sourced renewably.



26% of PG&S Emissions stem from Tier 1 manufacturing

Assessment, surveys, policies, and supplier summits help us evaluate the impact our supply chain has on the environment and promote better stewardship of natural resources, where possible. As we continue to engage our supply chain, we work with suppliers to share why our focus on environmental impact matters, and the ways we can provide effective support that best suits their needs.



The Higg FEM assessment continues to help us understand the environmental impacts of manufacturing sites. As more suppliers complete this assessment, more data becomes available on how suppliers are managing their environmental impact. We continue to work closely with suppliers to steadily increase completion of the Higg FEM assessment, growing rates by 7% for Tier 1 factories and 7% for Tier 2 suppliers in 2024.



SASB CG-AA-430a.2

\* In this category, electricity emissions were reported with market-based values to make the impact of renewable energy use by suppliers visible.  
\*\* FDRA is the footwear industry's largest business and trade association, representing 95% of total U.S. footwear sales.  
\*\*\* We discovered a minor error in the 2023 inventory calculation due to an overallocation to Crocs and HEYDUDE of our T1 suppliers' waste and wastewater. The 2024 methodology was updated to account for these discrepancies.  
\*\*\*\* Data related to waste, wastewater, and other information related to the use of natural resources was self-reported by suppliers and factories and has not been third-party verified.

## Understanding Our Waste Footprint

We know that addressing waste across our value chain contributes to our climate strategy. In 2024, we began developing a global waste tracker to aggregate data across the physical spaces in our operational control (offices, retail stores, and distribution centers), as well as those managed by our suppliers (factories, manufacturers, and more). We continue to consider learnings from the Footwear Distributors and Retailers of America (FDRA)\*\* Factory Zero Waste Program piloted in year's past.



Year-over-year the amount of waste our Tier 1 factories are generating has decreased.\*\*\*\*



## Holding High Standards for Wastewater

We continue to use the Zero Discharge of Hazardous Chemicals (ZDHC)\*\*\*\*\* guidelines to promote best practices for wastewater discharge, collaborating closely with suppliers to assess and improve management practices. Every year, we send our suppliers a Wastewater Survey, where they assess their practices and water usage to ZDHC standards with the goal of ultimately reducing hazardous chemical discharge and minimizing environmental impacts. In 2024, we had eight Tier 1 factories pass the ZDHC guidelines test report, highlighting our partners' dedication to upholding high standards for wastewater management.



With varied wastewater risks and compliance requirements among factories, our wastewater surveys help us better understand the differences in management processes across suppliers.

In 2024, our total industrial wastewater discharged by Tier 1 factories was less than in 2023. This is due to consolidation of our supplier base on the HEYDUDE side, as well as wastewater system and data collection improvements by one of our key partners on the Crocs side.



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\*\*\*\*\* ZDHC, the Zero Discharge of Hazardous Chemicals guidelines, is a set of guidelines aiming to set a single industry-wide, globally unified expectation for sampling, testing, and reporting industrial wastewater.  
\*\*\*\*\* This data reflects the percentage of Tier 1 factories and Tier 2 suppliers surveyed in compliance with wastewater discharge permits, which does not include every supplier we work with. We do not currently seek third-party verification of this data.



Crocs, Inc. will address barriers to unlock opportunities for all communities to be...

safe, resilient, and thriving.

# Community

In this section, we'll talk about:

- Community Impact
- Responsible Marketing
- Supply Chain Sustainability



As an enterprise focused on creating a more comfortable world for all, we continually ask ourselves how we can use our platform to help create positive impact among community members, consumers, and those who work across our supply chain.

Because of our sphere of influence, we show up differently across the value chain, from creating policies and oversight structures that promote safer and more dignified work among supply chain workers to partnering with nonprofits to support opportunities that unlock people's greatest potential. We continue to pinpoint the most critical ways we can mitigate harm and maximize impact in the long term – we're focused on building meaningful relationships with our community partners, campaign collaborators, and suppliers to inform how we do so.

In 2024, we introduced our first set of community impact targets, advanced our partnerships with national and global nonprofits in support of our ambition, and engaged in a design co-op with a Native-owned and -operated business to responsibly source design patterns for some of our HEYDUDE footwear. We also brought structure to the way we manage our supply chain due diligence to better support continuous improvement.

Read more on pg. 45 →

\$6.6M

total financial and in-kind donations

(including ~\$1.9M in funds and ~\$4.7M worth of shoes and other non-shoe donations)

Flip to pg. 41 to learn more about our community impact program, STEP UP TO GREATNESS, and our new partnership with Big Brothers Big Sisters. →



# Unlocking Young People's Potential

At Crocs, Inc., we believe everybody should have the opportunity to step up to their greatest potential. Our community impact program, STEP UP TO GREATNESS (SUTG), helps young people (ages 15-29) gain the STEP UP skills they need to build confidence, access new opportunities, unlock their potential, and be a positive force in their communities. We're using the power of our brands, business, stores, relationships, and products to find opportunities that create long-term impact.

## STEP UP Skills

Through mentorship and educational opportunities that support the development of **STEP UP skills**, SUTG focuses on ensuring young people can build the skills they need to become catalysts for positive change. In the face of an increasingly complex future, many young people, especially those from disadvantaged backgrounds, are not adequately equipped with the 21<sup>st</sup> Century skills they'll need to thrive.<sup>5</sup> To establish SUTG as a lever of change that helps unlock this potential, we've consulted with our nonprofit partners to align support with the areas where our brands are best placed to add value.

Our impact partners have the expertise and capacity to help us realize tangible impact in local communities. **We use our platform to directly support and amplify these outcomes in a variety of ways:**

- **Unlock funds and donate shoes:**  
we issue monetary and in-kind donations to nonprofit organizations that are equipping young people with STEP UP skills.
- **Use our voice:**  
we leverage our brands to engage consumers, advocate for young people, and raise awareness of the organizations we support.
- **Give our time and lend our expertise:**  
our employees have the opportunity to volunteer with organizations to offer hands-on or virtual support.
- **Create new opportunities:**  
we create opportunities for young people through internships, training, and creative opportunities across our business and stores.

We've created SUTG guidelines to inform our decision-making around long-term investments and are beginning to quantify our impact beyond the inputs of the things we give (shoes, funds, and time) to also focus on outcomes – namely, how many young people we impact.

## Stepping Up When People Need It Most

While our strategic focus is to unlock potential, Crocs, Inc. has a proud history of donating shoes when and where they are needed most to help people get back on their feet. When our employees, stores, or manufacturing locations are directly impacted, we may step up to support first-wave emergency response through financial donations. Should a disaster occur in a region where Crocs, Inc. has a presence, we may step up as second-wave supporters by donating our products to partners who have identified a clear need for footwear.

After hurricanes and flooding hit the southeast U.S. and parts of Spain, Crocs donated thousands of pairs of rainboots and other shoes to Buncombe County Schools Foundation, Mitchell County Schools, Global Empowerment Mission, and worked with our partners at Conscious Alliance to support BeLoved Asheville. In Spain, donations were coordinated through the University Miguel Hernández of Elche, which redistributed shoes to local impacted cities.\*\*

<sup>\*</sup> UNICEF does not endorse any company, brand, product or service.  
<sup>\*\*</sup> Shoes were redistributed to people from the cities of Algemesi, Paiporta, Sedavi, Alaquàs, Alfafar, and Catarroja.  
<sup>\*\*\*</sup> BBBS has more than 230 local agencies serving more than 5,000 communities across all 50 states, and over 1,100 communities across Canada.<sup>6,7</sup>



... Drawing inspiration from UNICEF's\* definition of transferable skills, our STEP UP skills include adaptability, collaboration, communication, creativity, innovation, leadership, problem solving, and resilience.<sup>5</sup>



## Introducing Big Brothers Big Sisters

In 2024, we welcomed Big Brothers Big Sisters (BBBS) – the preeminent youth mentoring organization in the U.S. and Canada\*\*\* – as a new strategic nonprofit partner to support our shared goal of helping young people access mentorship, build skills, increase their confidence, and unlock their greatest potential. By thoughtfully pairing “Bigs” (mentors) with “Littles” (mentees), BBBS relationships are designed to have lasting positive impacts on young people’s lives. Many of our U.S. retail stores connected with their local BBBS agencies to coordinate in-store visits and hear more about the impact our support for BBBS can have in local communities. To kick off giving season, Crocs and HEYDUDE stores across the U.S. and Canada matched consumer donations for BBBS up to \$25,000 for each brand.



We're incredibly proud of the support we've been able to provide to Feeding America over the past few years. As we focus our influence toward supporting young people to step up to their greatest potential, we've said farewell to our fundraising efforts for Feeding America, knowing that a streamlined focus allows us to provide deeper support for strategically aligned causes.

### Big Brothers Big Sisters

~\$107K  
consumer donations\*\*\*\*\*

### Feeding America

~\$515K  
consumer donations

## STEP UP TO GREATNESS Goes Global

Crocs, Inc. is engaging in a partnership with UNICEF's UPSHIFT program. UPSHIFT is a social innovation accelerator that equips young people through skills-building workshops, mentorship, and entrepreneurial training. Participants identify challenges affecting their local communities and develop impactful solutions. Crocs, Inc.'s support will enable continued scaling and curriculum development of UPSHIFT programming.

### New Goals

By the end of 2027

1. Support 100,000 young people (ages 15-29) in accessing programs and opportunities that equip them with 21<sup>st</sup> century STEP UP skills.
2. Indirectly build support and awareness for our nonprofit impact partners to scale their impact to over three million more young people.

We're in the process of establishing a baseline to track our progress on these goals.

\*\*\*\* This includes fundraising for Feeding America, Big Brothers Big Sisters and One Mission in stores and on crocs.com. As we are in the process of updating our methodology and tracking systems for donations, this figure may not include all consumer donations.  
\*\*\*\*\* This includes consumer donations at both HEYDUDE and Crocs retail stores across the U.S. and Canada using two different collection methods – 1) through scans of a SKU, and 2) through our payment processor at the store and on crocs.com e-commerce platform.



“By unlocking the power of our brands, our business, our people and our partners, we can make a difference to the lives of young people and their communities.”

Andrew Rees,  
Chief Executive Officer,  
Crocs, Inc.



# Campaigns for All

At Crocs, Inc., we show up boldly and authentically – which is reflected through our brands, too. We champion inclusivity, personalization, and connection throughout our marketing and see to it that the way we show up externally aligns with our internal values and diverse customer base. Our global campaigns don’t just represent, but celebrate, what makes each person unique. Here are a few ways our brands showed up in 2024.

## Authentic Representation in Action

In 2023, we held cultural appreciation workshops and began developing a set of tools to support culturally competent decision-making within our approach to product design and marketing campaigns. In 2024, we put these tools into action. HEYDUDE began exploring opportunities to improve the way we utilize graphics and prints to provide points of authentication – an initiative reflecting our brand’s intent to responsibly celebrate and feature authentic Native American and Indigenous art. In partnership with Teton Trade Cloth (TTC) by Lenape – a Native business 100% owned and operated by the Delaware Tribe of Indians – we’re better positioned to source and authenticate Native designs and directly compensate the tribal communities and artists through TTC’s Artist Co-Op.

HEYDUDE donated \$15,000 and 50 pairs of shoes to support the annual Teton Trade Cloth Fall Fashion Show, in which Native artists have the opportunity to showcase their designs and gain access to opportunities with TTC.

When it comes to the design process, TTC shares with us its design library, featuring woven arrows, basketweave, geometric, and other Native designs. HEYDUDE purchases each print directly from TTC artists, who review every final design to confirm that the cultural significance of colors and styles are authentic, purposeful, and honored.



### Crocs x Sesame Street “Be Seen” at Foot Locker

Our Be Seen campaign launched on World Autism Day, championing inclusivity, awareness, and acceptance for Autism. The campaign featured individuals with Autism, leveraged Autism Language Style Guides to inform our approach, and featured the launch of our ‘Julia’ Crocs shoes – Sesame Streets’ 4-year-old autistic Sesame Street Muppet.

Crocs also made a donation to Autism Speaks.



### Your Canvas for Self-Expression

We launched a film with local influencers celebrating the Festival of Colors and showcasing the vibrant nature of the Gulal powder.



### Splash Your Style

Monsoon season can be a time for unfiltered self-expression and reveling in the season with the unmistakable joy of rain and puddle jumping.



### Share the Joy

We launched two Share the Joy campaigns this year, rooted in the festive spirit of togetherness, celebration, friendships, traditions, and the joy of personal expression.

Bollywood influencers brought their own unique flairs and personalities to show how Crocs shoes and Jibbitz™ charms can elevate any style, whether it’s Indo-Western or traditional.

Share the Joy accompanied the launch of a bespoke Jibbitz™ charms capsule collection – a continuation of our partnership with the artistic collective Muslim Sisterhood. We partnered with an agency that specializes in creating authentic, culturally relevant communication.





# Supply Chain Sustainability

## Integrating Sustainability into our Supply Chain

Our Supply Chain Sustainability (SCS) program sets the standards for compliance while being dynamic and nimble enough to navigate our evolving maturity, the variety of suppliers we work with, and the ever-changing regulatory landscape. In 2024, our SCS team evolved from individual task forces to a formalized program that maintains our core SCS program pillars.



### Supply Chain Standards

guide compliance with regulations and best practices by:

- monitoring and responding to due diligence regulations;
- updating SCS policies and standards; and
- integrating sustainability into existing supply chain processes.



### Transparency and Traceability

build visibility and business resilience through:

- supply chain mapping for facilities across our value chain;
- improving understanding of our supply chain data; and
- evaluating technology solutions that could enhance our value chain data and related reporting.



The work we do to strengthen our supply chain sustainability elevates the integrity of all other work we do at Crocs, Inc. Because our influence reaches far beyond our visibility, an effective and integrated management approach is critical to maintain compliance with external regulations and internal policies, uncover opportunities for improved efficiency, and protect those across our supply chain.



### Supplier Performance Management

evaluates both environmental sustainability and social and labor rights in our supply chain by:

- communicating requirements and supporting suppliers in their sustainability journey;
- monitoring and managing supplier sustainability performance; and
- ensuring compliance with requirements put forth by key business partners and Crocs, Inc.

In 2024, we established a working group that evaluates our risks and opportunities around the monitoring, management, remediation, and communication of anti-forced labor Supply Chain Due Diligence regulations. This evaluation includes revising internal policies to accommodate the requirements and strengthening our reporting mechanisms to document forced labor prevention. Importantly, we increased interdepartmental connections so that the Sustainability, Supply Chain, Product, Trade Compliance, and Legal teams share the same awareness of upcoming regulations and any related implications for how we collaborate.

The Crocs, Inc. Global Trade Compliance (GTC) team onboarded an enterprise-wide, third-party software to capture our full scope of all direct and indirect vendor due diligence. The software screens all new and existing suppliers for potential risks. We also accompanied the launch of this software with an associated risk escalation plan, allowing us to communicate and remediate more proactively.

## 2024 Supplier Summit

In September, we held a T1 Supplier Summit as a way to connect, collaborate, and share updates with our supply chain partners across both brands. We elaborated on the “why” behind our SCS objectives, discussing the importance of collaborative partnership and preparedness for regulatory requirements and traceability goals. When it comes to how we partner with suppliers, it’s important that we not only provide the supporting tools and resources needed to activate our strategy, but also listen to supplier challenges or barriers to identify practical paths forward. During the summit, we highlighted the powerful role suppliers can play, from contributing to the reduction of our GHG emissions to scaling more sustainable materials and managing waste streams. We also encouraged suppliers to help accelerate our supply chain mapping efforts, maintain sustainability certifications, and complete annual sustainability surveys and environmental assessments, including the Higg FEM.

Read more about our environmental assessment tools and social compliance audits for suppliers in the Responsibility section. →





**our license to operate includes responsible practices across our business and supply chain.**

## In this section, we'll talk about:

- **Factory and Supplier Compliance**
- **Sustainability Disclosures**
- **Policies and Ethics**
- **Oversight and Delegation of Responsibility**
- **Risk Management**

We continue to enhance the effectiveness of our governance structures, anchoring our Purpose strategy in a strong foundation that supports outcomes driven by our ambitions. This includes regularly reviewing our policies, creating feedback mechanisms, and increasing the transparency of our environmental and social performance with key stakeholders. We're also collaborating directly with partners along the value chain to focus on social compliance and gain a deeper understanding of our suppliers' operational impacts.

In 2024, we refreshed our Enterprise Risk Management (ERM) framework to reflect the current landscape and contexts we're operating within, advanced the depth and strength of our public disclosures, and achieved our goal to complete social compliance audits with 100% of our Tier 1 suppliers.



Cross, Inc. will model good corporate stewardship, acknowledging that...

100%

of Tier 1 factories and  
Tier 2 suppliers

completed social compliance  
audits

We achieved our goal  
we will strive to maintain a  
completion rate going forward

100%

**of Tier 1 factories and  
Tier 2 suppliers**

completed social compliance audits

We achieved our goal and will strive to maintain this completion rate going forward

**Flip to pg. 50 to learn more about how we manage supply chain compliance with our environmental and social standards. →**



# Leveling Up Our Compliance and Disclosure


We’re creating structured data systems and supplementing the use of our tools and resources with in-person site visits to engage directly with our partners, evaluate the production worker experience, and support root cause analysis.


## Mitigating Risk Through Disclosure


We take a multi-faceted approach to address evolving environmental, social, and governance (ESG) regulatory and compliance obligations. In 2024, we focused on enhancing our enterprise and regional-level packaging data collection processes, supply chain due diligence and human rights reporting, and climate data. Our Regulatory ESG Reporting and Governance team continues to meet regularly to assess the global landscape of reporting regulations in the regions where we operate.


We continue to evaluate those opportunities that provide both business data and efficiency enhancements in addition to disclosure improvements for our key stakeholders. We’re finding ways to improve, keeping in mind our Purpose strategy and business objectives alike.

### Here’s where our disclosure landed us among ESG raters and rankers in 2024:

- 

We submitted our second, consecutive full-length Climate CDP questionnaire for 2024, receiving a score of B, which demonstrates consistency year-over-year.
- 

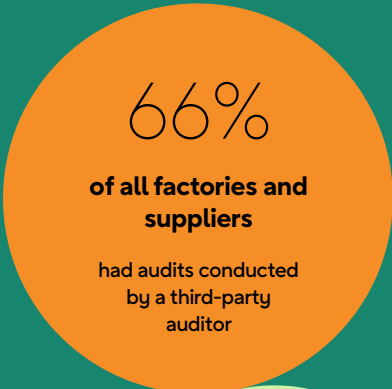
This is our second year being included in Just Capital’s “America’s Most Just Companies” ranking system. We received a ranking of 742 out of 940 companies surveyed, which reflects an increase in our standing as compared to 2023.
- 

Our Sustainalytics ESG Risk Rating of 15.3 at the end of 2024 indicates a low exposure to and a strong management of material ESG risks.
- 

At AA, our MSCI score is consistent with 2023.

## Compliance with our Environmental and Social Standards

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### Social Compliance Audit Checklists



We use our Factory and Supplier Code of Conduct and our social audit checklist to guide our social compliance audit processes so we can be sure that all of our active suppliers are in good standing with our values, processes, and requirements. Along with an external third-party, our Global Trade Compliance (GTC) team reviews our social audit checklist, seeing to it that our approach reflects any policy changes or regulatory requirements. Ultimately, these tools help us maintain an up-to-date Approved Vendor List and provide assurance that our network of suppliers are operating under a shared ethos and threshold of expectation. In 2024, less than 4% of total audits were categorized with a “Red” rating, all of which were reaudited and found to no longer have a “Red” rating by the end of year.



### Simulated Anti-Forced Labor Audits



Since 2022, the GTC team has conducted simulated audits to serve as a due-diligence mechanism for anti-forced labor and to make sure our Tier 1 partners are prepared to provide applicable compliance documentation. This documentation is evaluated against forced labor indicators from the International Labour Organization. To date, GTC has conducted over 40 simulated audits.

We’re proud to share there were no issues of priority non-conformance and no supplier contracts were discontinued in 2024 due to non-conformance related issues. Priority non-conformance issues could include child labor, forced labor, or bribery.

### Verified Self-Assessments Accepted



We continue to use the Worldly sustainability data and analytics platform as a way for our suppliers to access Cascale’s Higg Index tools. The Higg Facility Social and Labor Module (Higg FSLM) tool provides an opportunity for our suppliers to conduct their own self-assessments. In fact, third-party verified self-assessments through Cascale’s verification program are one of the compliance audits we accept. Similarly, the Higg Facility Environmental Module (Higg FEM) helps suppliers assess their footprint across categories like energy, water, waste, chemicals, and environmental management systems.

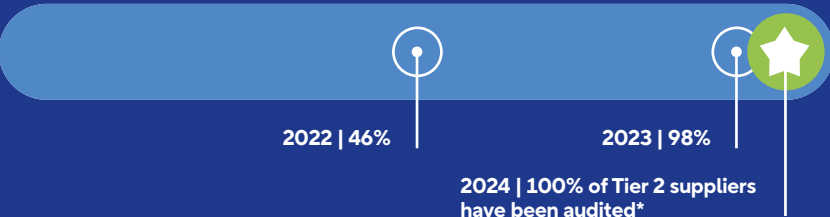
Jump back to our Climate section to read about how suppliers engaged with Higg FEM. →

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#### Goal

Complete social compliance audits for 100% of Tier 2 suppliers across both brands by the end of 2024.



Last year, we achieved our goal to have 100% of Tier 1 factories complete social compliance audits by the end of 2023, and have proudly maintained this rate since then. This year, we have also met our goal to audit 100% of Tier 2 suppliers and will strive to maintain this completion rate going forward.

\* There are three types of audits that may apply to our factories and suppliers: 1) social compliance audits, including the Higg verified FSLM; 2) Higg FEM, both self-assessment and verification by a third party on the Worldly platform; and 3) simulated anti-forced labor audits, conducted by our internal GTC team.





# Driving Purpose Through Ethics and Resilience

When it comes to the oversight of our Purpose strategy, we keep pace with the needs of our stakeholders both internally and externally, while maintaining a strong core foundation of ethics. We regularly review our slate of policies and update our risk management system to reflect changes in the regulatory environment and our business strategy.

## Acting Ethically and Promoting a “Speak Up Culture”

Our Worldwide Code of Ethics guides our actions, supporting employees across our company to make decisions that are grounded in fairness and honesty. We regularly review our Code, policies, and handbooks, making sure the content consistently reflects the latest expectations and resources available to employees. We also continue to promote a “speak up culture” in which employees can feel comfortable having open, honest conversations about ethical concerns that arise. All employees have access to feedback mechanisms, including our Ethics Line, local Human Resources departments, and surveys, which help improve the integrity of our policies. Our values and ethics also extend to those we work with, setting the stage for the types of business relationships Crocs, Inc. is prepared to maintain.

## Refreshing our Systems of Risk Management

Maintaining a strong risk management program guarantees that everything we do tied to our Purpose strategy also supports the resiliency and growth opportunities of our business. Our Enterprise Risk Management (ERM) framework continues to guide how we navigate social and environmental risks, and it is assessed regularly to determine relevant evolutions.

**Our Cybersecurity Roadmap underscores our ERM framework, emphasizing security awareness training, skill set building, and incorporating the latest technology. In 2024, we updated our incident response plan to have the most relevant and up-to-date context for identifying how to prepare for and respond to risks should they happen.**

**The percentage of executive compensation tied to the performance of our Purpose strategy has been at least 5%, depending on the weighting of other business priorities. In 2024, 10% of executive compensation was tied to Purpose strategy execution.**



# Maintaining Oversight of Our Purpose Strategy

The oversight and communication of our Purpose strategy is integrated throughout our business, with primary responsibility held by our Chief Sustainability Officer, who reports directly to the CEO, and the Sustainability team. This team is responsible for communicating, monitoring, and owning progress toward the strategic objectives under each of our ambitions.

The Board of Directors’ Corporate Responsibility and Sustainability (CRS) Steering Committee also supports our Purpose efforts and is responsible for the review and oversight of our goals, policies, procedures, and disclosures. The members of this committee bring industry expertise, knowledge on circularity, and experience promoting corporate governance. We also provide opportunities for regular board education, including on climate-related topics.

**3**

**Directors on the Board Corporate Responsibility and Sustainability Steering Committee**

In total, we have nine members on the Board of Directors.



# Purpose(ful) Downloads

We encourage two-way communication among our employees and regularly share updates about our Purpose strategy through Town Halls, enterprise newsletters, and Let’s Talk Purpose sessions.

**Let’s Talk Purpose sessions** help employees understand, experience, and ultimately, integrate purpose into their everyday work. Discussions are led by internal Crocs, Inc. leadership or by external partners who join our conversations to help translate the way our collaboration is creating impact. In 2024, we offered one Let’s Talk Purpose session per quarter, focusing on topics such as accessibility awareness and equality for women and girls.

**Our Enterprise Newsletters** serve as company-wide “downloads” on all things Crocs, Inc. Impact. We look to draw connections between our Purpose ambitions and the work folks are doing on a daily basis, and highlight key updates across our strategy. These newsletters dive deep on singular topics and host “Q&A” interviews with employees directly or indirectly involved in impact at Crocs, Inc.

**Town Hall meetings** are an opportunity to deliver regular updates related to Crocs, Inc.’s Purpose strategy, such as key progress updates, opportunities for collaboration, engagement survey results and more.







# Key

# Metrics

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





# People

(as of December 31, 2024)

	2022	2023	2024
TOTAL GLOBAL EMPLOYEES*	6,457	7,028	7,914

## By Region

	2022	2023	2024
North America (2023) / Americas (2024)**	5,157	5,579	6,178
U.S. Only	4,989	5,406	5,928
Asia Pacific***	712	797	882
EMEALA****	588	652	854

## Methodology & Commentary

Representation amongst our employees held relatively flat year-over-year, with 64% of global employees identifying as women in 2024. Our diverse workforce is a source of collective strength for our business and we remain focused on building an inclusive workplace culture at large.

In addition, of the 9 members of our Board of Directors, 2 identify as women (~22%) and 2 identify as people of color\*\*\*\*\* (~22%).

## By Management Level

		2022	2023	2024
Global	People Managers*****	926	1,031	1,204
	Non-People Managers	5,531	5,997	6,710
U.S. Only	People Managers*****	571	651	762
	Non-People Managers	4,418	4,755	5,166

## By Job Classification

	2022	2023	2024
Retail Locations	3,394	3,654	4,565
Distribution Centers	1,301	1,339	1,049
Corporate/Regional Offices	1,762	2,035	2,300

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

\*\* In 2024, we updated the nomenclature for the North America region to the Americas, which now includes employees based in Canada, the U.S., and Brazil.

\*\*\* The Asia Pacific region includes employees based in Australia, China, Hong Kong, Japan, Korea, Singapore, and Vietnam.

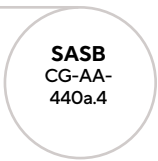
\*\*\*\* The EMEALA region includes employees based in Denmark, Germany, France, Netherlands, Great Britain, India, Sweden, and Russia.

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

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



# Materials



Material Type	Amount Purchased (metric tons)	% of Total	Associated Certification	Amount Certified (metric tons)
Compounds: Croslite™ & Ethylene Vinyl Acetate (EVA) (including bio-circular content)*	60,544.04	81.63%	ISCC PLUS Certification for bio-circular content in Croslite™ compounds via mass balance approach	14,851.04
Polyurethane (PU) / Thermoplastic Polyurethane (TPU)	3,704.78	4.99%	–	–
Polyester	3,525.24	4.75%	–	–
Rubber	1,498.46	2.02%	–	–
Polyvinal chloride (PVC)	1,453.72	1.96%	–	–
Cotton	1,059.69	1.43%	–	–
Leather***	855.68	1.15%	–	–
Nylon	555.48	0.75%	–	–
Metal (including Zinc Alloy, Copper, Steel, and Aluminum Alloy)	358.80	0.48%	–	–
Acrylic	157.22	0.21%	–	–

## Methodology & Commentary

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

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

In 2024, we came together to assess our profile of raw materials against current and future regulatory requirements and business risk, as well as environmental risks and opportunities related to carbon impacts, water, land, resource use, and chemicals management. At this time, the enterprise only reports on material-specific risks and opportunities for Croslite™ compounds, which is the most prevalent material used in the company's products.

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

Material Type	Amount Purchased (metric tons)	% of Total	Associated Certification	Amount Certified (metric tons)
Acrylonitrile Butadiene Styrene (ABS)	117.01	0.16%	–	–
Thermoplastic rubber (TPR)	91.65	0.12%	–	–
LED	50.51	0.07%	–	–
Polyethylene (PE) / Polyethylene Terephthalate (PET)	45.68	0.06%	–	–
Resin	36.96	0.05%	–	–
Spandex	35.00	0.05%	–	–
Rayon	30.43	0.04%	–	–
Linen	13.56	0.02%	–	–
Other	10.90	0.01%	–	–
Polypropylene (PP)	8.68	0.01%	–	–
Foam textile	8.14	0.01%	–	–
Wool***	5.96	0.01%	–	–

\* This includes Croslite™ produced and EVA purchased by both the Crocs and the HEYDUDE brands, respectively. Crocs, Inc. currently only measures bio-circular content within its Croslite™ compound for its current goal, therefore, this total figure cannot be used as the denominator for the 27.0% bio-circular content reported as a full-year average on a mass balance basis as of the end of 2024.

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



# Greenhouse Gas (GHG) Emissions



Scope		2021 (tCO <sub>2</sub> e)	2022 (tCO <sub>2</sub> e)	2023 (tCO <sub>2</sub> e)	2024 (tCO <sub>2</sub> e)
TOTAL		575,189	803,885	678,214	771,067
Scope 1*		2,444	4,252	3,946	4,098
Scope 2 (market-based)**		9,822	11,134	16,063	13,651
Scope 2 (location-based)				15,538	13,214
Scope 3***		561,791	783,480	656,906	753,318
	Purchased Goods & Services	-	532,816	465,006	562,979
	Upstream Transportation & Distribution****	-	161,780	111,720	103,326
	Downstream Transportation & Distribution*****	-	36,502	9,399	20,443
	End of Life	-	31,253	44,048	38,849
	Business Travel	-	5,605	9,027	10,045
	Employee Commuting	-	5,850	5,719	6,162
	Fuel & Energy Activities	-	1,765	5,322	5,203
	Use of Sold Products	-	1,340	1,344	1,399
	Capital Goods	-	2,763	2,631	1,350
	Waste	-	2,945	1,375	2,997
	Upstream Leased Assets	-	835	1,292	564
	Franchises	-	26	24	-

2024 Total Emissions by Brand

Crocs (tCO <sub>2</sub> e)	HEYDUDE (tCO <sub>2</sub> e)
588,037	183,029

Methodology & Commentary

The Crocs, Inc. enterprise GHG Inventory follows an operational control consolidation approach for emissions accounting and estimation aligned with the GHG Protocol, the internationally-recognized standard for corporate emissions accounting. An assortment of primary, supplier-specific data, secondary data, average-activity data, and spend-based data was used in the calculation of our 2024 GHG Inventory. Appropriate extrapolations and assumptions were made to fill data gaps when primary activity data was unavailable. In 2024, in recognition of the importance of third-party assurance, we again took measures to achieve limited assurance for the areas of highest impact within our GHG inventory, including Scope 1, Scope 2, both market-based and location-based emissions, as well as Scope 3 Category 1: Purchased Goods and Services and Category 4: Upstream Transportation and Distribution. We also expedited our GHG inventory assurance process to achieve validation prior to the publication of this 2024 Comfort Report.

After the 2023 Comfort Report was published, we worked with a third-party to verify our 2023 GHG Inventory, which led us to update our emissions figures. Total emissions reported in the 2023 Comfort Report were 672,662 metric tons CO<sub>2</sub>e, which is <1% less than the updated 2023 figure of 678,214 metric tons CO<sub>2</sub>e, which we've reflected in this year's Comfort Report. The verifier reviewed our areas of highest impact, including Scope 1, Scope 2, Scope 3: Category 1 - Purchased Goods & Services, and Scope 3: Category 4 - Upstream Transportation & Distribution. The most significant ammendments made to Scope 1 and Scope 2 resulted from underreported consumption of natural gas and electricity, and the misalignment of electricity usage to square footage. As it relates to Scope 3, discrepancies in waste and wastewater volumes led to a subsequent recalculation. The verifier's findings did not result in any adjustments to Scope 3: Category 4 emissions. Separately, we discovered a minor error post-verification due to an overallocation of Tier 1 suppliers's waste and wastewater to Crocs and HEYDUDE. This resulted in a <1% overestimation of total emissions, which does not meet our recalculation significance threshold of 5%.

In 2024, we did not include out of scope emissions that result from refrigerants at Tier 1 suppliers in our GHG inventory as they are not covered by the Kyoto Protocol or GHG Protocol.

\* Scope 1 emissions include stationary and mobile combustion, and fugitive emissions (from refrigerant leakage).

\*\* Unless otherwise specified, reported emissions correspond to the market-based approach, as defined by the GHG Protocol. By comparison, Scope 3 emissions are reported on a location-based approach, with the exception of Purchased Goods and Services as to better account for purchases of renewable energy procured by Tier 1 suppliers.

\*\*\* This category includes emissions from the extraction, production, and transportation of goods and services purchased or acquired by the reporting company in the reporting year. Marketing and professional services, which are estimated by cost, remain a significant subcategory of Purchased Goods & Services emissions when compared to from last year. This category includes expenses from: agency media, advertising, production, promotional (various), digital media, endorsements, photography, among others. Because all calculations are based on spend data, we do not believe they are accurately representative of emissions tied to branding and marketing efforts. We are proud of our investments in marketing and branding, and see them as key components of our overarching strategy. We hope that over time, that best practice for how to account for this category improves and we can in turn have better visibility to these impacts.

\*\*\*\* "Upstream" includes emissions from the transportation and distribution of products purchased, between a company's Tier 1 suppliers and its own operations (in vehicles and facilities not operated by the reporting company).

\*\*\*\*\* "Downstream" includes emissions from the transportation and distribution of products sold, between the company's operation and the end consumer (in vehicles and facilities not operated by the reporting company).



# Wastewater



Type of Discharge		Tier 1 Factories (m³)	Tier 2 Suppliers (m³)	Combined Totals (m³)
Crocs	<b>Industrial Wastewater Discharged</b> (reported generation of industrial wastewater and discharge to industrial zone WWTP or municipal pipe network)	310,719	1,499,448*	1,810,167
	<b>Wastewater Treated On-Site</b> (reported wastewater treated on site and then discharged to industrial zone WWTP or municipal pipe network)**	313,085	1,753,091*	2,066,176
HEYDUDE	<b>Industrial Wastewater Discharged</b> (reported generation of industrial wastewater and discharge to industrial zone WWTP or municipal pipe network)	126,332**	986,494**	1,112,826
	<b>Wastewater Treated On-Site</b> (reported wastewater treated on site and then discharged to industrial zone WWTP or municipal pipe network)**	144,026	673,086	817,112

## Methodology & Commentary

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

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

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

Please note that industrial wastewater and wastewater treated on-site from suppliers shared across both Crocs and HEYDUDE brands is included in brand specific totals. As a result, when calculating combined enterprise-wide wastewater discharged, wastewater from shared suppliers must be subtracted to avoid double counting. The figure for industrial wastewater discharged by Tier 1 suppliers (312,029 m3) reflected on pg. 38 accurately captures this methodology and reflects wastewater discharged by shared suppliers.

In the process of completing the 2024 GHG Inventory we discovered a minor error resulting from an overallocation of Crocs and HEYDUDE T1 suppliers’ wastewater. This error does not meet our GHG Inventory re-calculation significance threshold of 5%.

\* In 2023, the Crocs brand only collected wastewater data from our "core" Tier 2 suppliers. In 2024 we collected wastewater surveys from all Tier 2 suppliers, leading to a significant increase in the data available, and subsequently, an overall wastewater volume in this year.

\*\* In 2024, HEYDUDE consolidated its supplier base leading to less overall wastewater produced by Tier 1 and Tier 2 suppliers this year.

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





# ESG

# Frameworks



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



# SASB Reference Table

The Sustainability Accounting Standards Board (SASB) is an independent, nonprofit standards-setting organization dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. This table references the issues which SASB has identified as financially and/or operationally material for Apparel, Accessories, and Footwear Industry Standard - VERSION 2023-12. This is Crocs, Inc.'s fourth year reporting against the SASB

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

Table 1  
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Management of Chemicals in Products						
Management of Chemicals in Products	CG-AA-250a.1	Discussion of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	n/a	<p>Crocs, Inc. continues to be dedicated to the management of chemical safety risks in our supply chain and the reduction of chemical substances in our products. Through our mitigation strategy, we work with our suppliers to track progress and completion of corrective action plans and engage in capacity building efforts. This extends to analyzing the root causes of any chemical safety risks, engaging workers in remediation processes, reviewing prior OSHA citations, holding supplier trainings, and conducting internal and external audits.</p> <p>In 2024, Crocs, Inc. continued to use our Restricted Substance (RS) Policy to manage and maintain compliance with restricted substance regulations for products in all markets, for both brands. Restricted substances have been identified by their toxicity levels and the potential hazard they pose to both human and environmental health. The enterprise's Restricted Substances List (RSL) continues to be updated regularly in consultation with third parties, so that it accurately reflects our voluntary requirements on top of the most stringent global legislation, making our regulations among the strictest in any given market. As updates are made, we communicate with our suppliers and partners, so that they are aware of expectations. In 2024, we made updates to the policy to reflect new mandatory testing requirements and additions to the Restricted Substances list. As such, we remain in accordance with the U.S. Consumer Product Safety Improvement Act (CPSIA), which supports our efforts to both follow regulatory requirements and protect consumers from hazardous substances. Crocs, Inc. monitors evolving regulatory requirements and continues to be a member of Apparel and Footwear International RSL Management (AFIRM) to check that policies meet workplace safety practices, air emissions and solid/hazardous waste thresholds, and water discharge regulations.</p> <p>To check compliance throughout our supply chain, along with the support of third-party labs, we continue to regularly:</p> <ul style="list-style-type: none"><li>conduct RSL training online and in-person with suppliers. In 2024, three training sessions were held for Tier 1 factories and Tier 2 suppliers of both brands based in Asia, during which over 450 supplier representatives attended, in aggregate;</li><li>run test programs, which are conducted by approved third parties, including SGS, CTI, BACL, and Eurofins;</li><li>conduct random audits – input materials are tested annually, while finished shoes are randomly tested on a quarterly basis; and</li><li>have both Tier 1 factories and Tier 2 suppliers sign a Statement of Compliance.</li></ul> <p>HEYDUDE and the Crocs brand use the same RS Control System and take the following measures:</p> <ul style="list-style-type: none"><li>utilize advanced test programs prior to the selection of incoming materials by suppliers;</li><li>encourage suppliers to identify high-risk substances and perform tests prior to our involvement, which is called our Best Test Program; and</li><li>verify that Tier 2 suppliers comply with a Restricted Substances Performance Classification system, which can further influence the frequency of audits and testing, and even whether suppliers can remain on the company's approved vendor list (AVL).</li></ul> <p>We continue to hold true to our goal of drastically reducing or eliminating listed chemicals and substances in our final products and as an organization we are committed to establishing chemical content limitslower than allowable limits required by international, national, and local regulations.</p>	<p>Circularity, pg. 25</p> <p>The RS policy, inclusive of the RSL, is publicly available at: <a href="https://investors.crocs.com/governance/governance-documents/default.aspx">https://investors.crocs.com/governance/governance-documents/default.aspx</a></p>



# SASB Reference Table

Table 1  
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Management of Chemicals in Products	CG-AA-250a.2	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	n/a	<p>In 2024, we maintained our hazard-based approach to chemicals management. Substances of very high concern (SVHC) are part of the Crocs, Inc.'s mandatory RSL testing for all our products. If a product contains a SVHC, we work closely with our partners to take quick action to eliminate any SVHCs from our products. Additionally, due to their harsh impact on the environment, we have incorporated safeguards around per- and polyfluoroalkyl substances (PFAS) in our product testing and RS program. We also test applicable Crocs and HEYDUDE products for PFAS using a third-party lab. Crocs, Inc. does not intentionally add PFAS to any products or packaging, and continues to perform the testing and other steps described herein in an effort to detect and prevent any unintentional introduction in the supply chain. For more information on Crocs' stance around restricted substances, please refer to our RS Policy.</p> <p>Guided by the RS Policy, the enterprise manages chemicals at various stages of product life cycles, including:</p> <ul style="list-style-type: none"><li>controlling the application of chemicals during the design process;</li><li>verifying and testing incoming materials submitted by Tier 2 suppliers during the sourcing process; and,</li><li>regularly testing compounds, components, and finished products throughout the manufacturing process.</li></ul> <p>Based on our regular and random tests and audits, facilities within our supply chain are classified as Premium Green, Green, Yellow, and Red. These classification levels are determined by the risk level of a substance, scale of the order placed with the supplier, and more. Out of 198 finished products tested, 31 product types contained restricted substances (12 from the Crocs brand and 19 styles from the HEYDUDE brand). The most commonly found restricted substances were Chlorinated phenols content, pH value, Nonylphenol and organotin compounds. Overall, only 15.7% of tested finished products were found to be non-compliant with our RS policy and therefore subject to remediation. In 2024, no supplier contracts were discontinued due to failure to comply with the enterprise's RS requirements, but 4 warning notices were sent by email to suppliers who were classified as Red based on tests and audits conducted.</p> <p>When issues of non-compliance arise, we require suppliers to create and execute a corrective action plan (CAP) for every material that fails in any test. Suppliers must then report to Crocs, Inc. the root cause of failure. The timeline for completing a corrective action plan depends on the complexity of the issue, but typically the requested turnaround is approximately one month from request. If a product fails to meet requirements, production must be stopped, the Crocs, Inc. team must be immediately informed, and an immediate stop shipment order must be placed to terminate any products shipping from the appropriate facilities. When necessary, members of the Crocs, Inc. team will witness this process to see that the whole product is destroyed appropriately. Subsequently, a Recovery Test Program, including five delivery batch tests, is required regardless of the criticality of the substance in question. Should there be a failure in any of the five batch tests, related products cannot be shipped until a Recovery Test Program is completed with clean results.</p> <p>We have a comprehensive process for updating the RSL on a regular basis, however, we do not yet have an enterprisewide plan for fully eliminating all chemicals as they arise. The full extent of our current restricted substances audit program, however, is active for both brands, and for both Tier 1 factories and Tier 2 suppliers.</p> <p>Currently, green chemistry principles are not yet used as part of the enterprise's framework or guidelines for chemicals management. However, in product design and development for the Crocs brand, we continue to consider how green chemistry principles can fit within our supply chain. For example, in 2023, we explored using water-based cement to reduce VOCs in some product lines. While green chemistry is not a directive by our chemicals management plan, we recognize that many initiatives across our business and Purpose strategy, like our scaled use of bio-based materials in our product formulations, will have impacts on our chemicals management plan moving forward.</p>	<p>Circularity, pg. 25</p> <p>The RS policy, inclusive of the RSL, is publicly available at: <a href="https://investors.crocs.com/governance/governance-documents/default.aspx">https://investors.crocs.com/governance/governance-documents/default.aspx</a></p>



# SASB Reference Table

Table 1  
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Environmental Impacts in the Supply Chain						
Environmental Impacts in the Supply Chain	CG-AA-430a.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	Quantitative	Percentage (%)	<p>(1) 100% of the 52 out of 53 Tier 1 suppliers that responded to the distributed wastewater survey reported compliance with wastewater discharge permits and agreements.</p> <p>Note that the 53 surveyed Tier 1 factories represent suppliers used by one or both brands in 2024.</p> <p>(2) 100% of 267 out of the 278 suppliers that responded to the distributed wastewater survey reported compliance with wastewater discharge permits and agreements. In 2023, the top Tier 2 "core" suppliers for the Crocs brand were sent a wastewater survey, in 2024 we surveyed all Tier 2 suppliers that support the brand.</p> <p>Note that the 278 surveyed Tier 2 suppliers represent suppliers used by one or both brands in 2024.</p> <p>As stated in our Environmental Policy, published in 2023, suppliers must comply with all applicable environmental protection laws and regulations, including those related to the disposal of various materials and wastes, such as hazardous materials, air emissions, waste, and wastewater discharges. Based on each facility's region, Crocs, Inc. requires suppliers to comply with whichever standards are more strict, national or local. We aim to use our wastewater surveys to help us understand, evaluate, and verify wastewater compliance in our supply chain, as well as collect data for reporting purposes.</p> <p>Under usual circumstances, most industrial wastewater quality continues to be routinely tested once or twice per year either by an external third party or by a facility's local environmental bureau. Some facilities have their own labs to monitor wastewater quality regularly and others have installed online monitoring equipment to monitor discharge for pH, flow rate, pollutants, and more. The conventional parameters typically covered by standards include, but are not limited to: pH, COD, BOD, NH3-N, TSS, TP, TN, and color. Wastewater discharge compliance is a critical area of continuous monitoring and improvement, especially as we learn more about how manufacturing processes differ across our portfolio. In 2024, one supplier that supports the Crocs brand upgraded their wastewater system to be able to separate out domestic and industrial wastewater leading to more accurate data regarding the different types of wastewater produced. Additionally, as a result of consolidating the Tier 1 HEYDDUDE supplier base in 2024, less wastewater was produced overall for the HEYDUDE brand.</p> <p>With wastewater discharge quality regulations varying greatly from country to country and region to region, and because not all substances and pollutants used in textile manufacturing are regulated by law, we continued to use the Zero Discharge Hazardous Chemicals (ZDHC) guidelines as a global standard in our supply chain. For the factories that produce industrial wastewater and fall under the scope of testing per ZDHC's guidance, we ask that the factory demonstrates compliance with relevant requirements by completing the ZDHC test twice per year. In 2024, 10 Tier 1 factories conducted wastewater testing in alignment with ZDHC. Out of the 10, 8 received a "pass" on the test.</p> <p>For more information on wastewater discharge, please see the accompanying table on pg. 61-62.</p>	Climate Stability, pg. 38



# SASB Reference Table

Table 1  
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Environmental Impacts in the Supply Chain	CG-AA-430a.2	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition’s Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	Quantitative	Percentage (%)	<p>(1) 79.25% of Tier 1 supplier facilities have completed Higg FEM.</p> <p>(2) 25.18% of Tier 2 supplier facilities have completed Higg FEM.</p> <p>We continue to collaborate with industry peers and find ways to collectively uplift sustainability, transparency, and responsibility in the footwear industry. This includes maintaining our use of the Worldly data and insights platform, which also helps us gain further insight into social and labor topics such as wages, working hours, health and safety, and employee treatment through the Facility Social &amp; Labor Module (FSLM). In 2024 we once again asked Tier 1 factories and Tier 2 suppliers of both brands to complete verified self-assessments for the FSLM and the Facility Environmental Module (FEM). We continue to work closely with suppliers to steadily increase completion of the Higg FEM assessment, growing rates by 7%, respectively, for both Tier 1 factories and Tier 2 suppliers in 2024. These tools allow us to assess social and environmental performance in our supply chain and work closely with our partners to meet our ambitions.</p>	<p>Climate Stability, pg. 37-38</p> <p>Responsibility, pg. 49-50</p>



# SASB Reference Table

Table 1  
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Labor Conditions in the Supply Chain						
Labor Conditions in the Supply Chain	CG-AA-430b.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	Quantitative	Percentage (%)	<p>(1) 100% of Tier 1 factories across both brands completed social compliance audits consistent with the Crocs, Inc. Factory &amp; Supplier Code of Conduct in 2024.</p> <p>(2) 100% of Tier 2 suppliers across both brands completed social compliance audits consistent with the Crocs, Inc. Factory &amp; Supplier Code of Conduct in 2024.</p> <p>(3) Of the 489 total audits conducted across Tier 1 factories and Tier 2 suppliers, ~66% were conducted by a third party partner.</p> <p>Crocs, Inc. continues to review and amend its Factory &amp; Supplier (F&amp;S) Code of Conduct regularly to verify up-to-date alignment with international labor laws, human rights advancements, and applicability to all of our suppliers' facilities worldwide, inclusive of both the Crocs and HEYDUDE brands. To measure compliance throughout our supply chain, we conduct both scheduled and unannounced social compliance audits, both by Crocs, Inc. personnel and external third-party partners. We maintain an internal audit survey aligned with our F&amp;S Code of Conduct and accept third-party audits conducted in alignment with customers' requirements and/or other international industry standards including, for example, Business Social Compliance Initiative, Supplier Ethical Data Exchange, Worldwide Responsible Apparel Production, and Fair Labor Association. We also regularly support wholesale customer audits to their own standards at our facilities, as needed.</p> <p>An audit consists of interviews with management and workers, a comprehensive documents review, including payroll and time records, and a factory tour. As part of worker interviews, auditors seek to ensure a fair representation of employees, including from various stages of the facility's production, from diverse genders, ethnicities, and ages, and from more at-risk populations (i.e. pregnant workers, those appearing old or young, etc.). No upper management or supervisors are present during the interviews, and all discussions are held within a space considered comfortable for employees. Auditors review personal files for each interviewee, including hours and wage records, production output records, warehouse records, and more, and cross-check them against protections in the workers schedules for discrepancies to verify the factory meets legal minimums for wages, overtime, working hours and consecutive work days.</p> <p>Audit results influence the frequency of scheduled audits, and each supplier facility is assigned one of four color codes that reflect our findings and dictate how often a facility will have scheduled audits. A facility's color code will be adjusted if a future audit demonstrates that non-conformances have been fully remediated.</p> <ul style="list-style-type: none"><li>Red: quarterly audit required</li><li>Yellow: semi-annual audit required (every six months)</li><li>Green: annual audit conducted</li><li>Blue: annual audit conducted</li></ul> <p>As an enterprise, we have maintained our commitment to ensuring that our products are sourced, produced, and delivered to customers and consumers in a manner that upholds the highest standards of human rights.</p>	<p>Community, pg. 45-46</p> <p>Responsibility, pg. 49-50</p> <p>Our Factory &amp; Supplier Code of Conduct is publicly available at:</p> <p><a href="https://s22.q4cdn.com/133460125/files/doc_downloads/governance/Factoryand-SupplierCode-">https://s22.q4cdn.com/133460125/files/doc_downloads/governance/Factoryand-SupplierCode-</a></p>



# SASB Reference Table

Table 1  
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Labor Conditions in the Supply Chain	CG-AA-430b.2	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	Quantitative	Rate	<p>In 2024, less than 4% of total audits were categorized with a “Red” rating, all of which were remediated and re-audited by the end of the year. No issues of priority non-conformance in our supply chain were identified. Critical issues identified during audits include exceeding 72 hours of work per week, ensuring two days off per month, holding fire drills, and emergency exit doors. The associated corrective action rate for audits was 96%. We continue to use Corrective Action Plans (CAPs) as a model for holding suppliers accountable, and providing structured support to remedy issues of priority non-conformance.</p> <p>Crocs, Inc. values its relationships with suppliers and believes in a mindset of continuous improvement. Consistent with our approach to environmental compliance, all priority-level issues of non-conformance related to labor and safety must be addressed immediately. We require suppliers to develop a CAP for any issues detected, which includes the supplier management's commitment to open and transparent communication during the remediation process. To that end, Crocs, Inc. conducts frequent checks to verify that resolutions are being implemented in a timely manner. If they are not, Crocs, Inc. may request a re-audit if deemed necessary.</p> <p>In the case that minimum conformance is not met, issues are escalated to management. Additionally, if any issue of priority non-conformance is found, the grade of the facility is directly classified as 'Red'. Remediation measures which apply to Tier 1 factories, suppliers and beyond, may include: more frequent audits to follow up on a CAP (including Tier 1 factories following up with Tier 2 suppliers), required trainings, reduction of orders, rejection of the production of licensed products, and potential exclusion from the enterprise AVL. Our stance on non-conformance remains clear: if any supplier facility has a critical issue or violation and does not take remediation action in a timely manner, fails to continue to improve according to the corrective action plan created, or has a 'Red' rating that fails to improve, then Crocs, Inc. will take appropriate action aligned with the severity of the violation. In 2024, no supplier contracts were terminated as a result of non-compliance with our Factory &amp; Supplier Code of Conduct.</p>	Community, pg. 45-46  Responsibility, pg. 49-50



# SASB Reference Table

Table 1  
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Labor Conditions in the Supply Chain	CG-AA-430b.3	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion and Analysis	n/a	We group supply chain risks into the following categories: health and safety, working hours, wages and benefits, labor, environmental impacts, and employment. While these risks are not unique to Crocs, Inc., we hope to play an active role in improving labor conditions of workers in supply chains across the apparel and footwear industry. Consistent to last year, in our 2024 audits we found that the most prevalent issues across Tier 1 factories and Tier 2 suppliers included health and safety, working hours, and wages and benefits.	Responsibility, pg. 49-50  For additional information related to risks within our supply chain, such as cotton, see pg. 15 in our Annual Report on Form 10-K.



# SASB Reference Table

Table 1  
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Raw Materials Sourcing						
Raw Materials Sourcing	CG-AA-440a.3	(1) List of priority raw materials; for each priority raw material: (2) environmental and/or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/or social factors, and (4) management strategy for addressing business risks and opportunities	Discussion and Analysis	none	<p>(1) In 2024 the materials most purchased by the enterprise to produce our products include the following: Croslite™ (including bio-circular) and EVA, polyester, TPU, rubber, PVC, cotton, PU, leather and nylon.</p> <p>(2) We seek to collect weights of materials sourced from each supplier factory in an attempt to gain a more precise understanding for the true environmental and social risk factors associated with the materials we source. When it comes to Croslite™ (including bio-circular) and EVA, we have transparent data and clear insight into risk factors related to these materials. In 2024, we assessed our profile of raw materials against current and future regulatory requirements and business risk, as well as environmental risks and opportunities related to global warming potential, eutrophication, water scarcity, resource depletion, chemistry, deforestation, and land use.</p> <p>The greatest social and environmental risk factors associated with raw materials sourcing include the physical effects of climate change, such as natural disasters or other adverse weather and climate conditions. Climate change could harm or disrupt our operations or that of our vendors, other suppliers, or consumers, and could damage our supply chain manufacturing or distribution centers, retail stores, and lead to energy shortages. Significant risks also include the potential of forced labor, which we seek to prevent by monitoring for and mitigating the use of tactics that might delay employment being granted at the supplier level. Historically marginalized communities are more prone to the risks of forced labor, and children are one of the most at-risk groups.</p> <p>(3) Potential business risks and opportunities posed to Crocs, Inc. that are associated with raw materials sourcing throughout the supply chain continue to be:</p> <ul style="list-style-type: none"><li>• Global inflation, tariffs, elevated interest rates, global industry-wide logistics challenges, and foreign currency fluctuations resulting in a stronger U.S. Dollar have increased raw material costs</li><li>• The effects of a public health emergency or pandemic could impact the scarcity of raw materials</li><li>• 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;</li><li>• 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;</li><li>• Suppliers no longer being able to produce the resins that we use in our shoes would result in significant interruptions to our production schedules;</li><li>• 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;</li><li>• 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;</li><li>• 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;</li><li>• Legislation on greenhouse gases (GHG) affecting the price of petroleum which may affect the price of petroleumderived raw materials;</li><li>• Tightening environmental regulations for suppliers that could affect the cost or availability of raw materials they supply;</li><li>• 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.</li><li>• 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.</li></ul> <p>(4) Crocs, Inc. manages the social and environmental risks associated with the sourcing of Croslite™ compounds and other raw materials by ensuring that our third-party manufacturers adhere to labor, environmental and other applicable laws through strong contractual representations and warranties in our manufacturing agreements, signing a yearly statement of compliance associated with our Factory &amp; Supplier Code of Conduct, and regular internal and third-party audits. Our strategy to respond to any disruptive event is to have a very diversified set of factories in Vietnam, China, Indonesia, Bosnia, and Mexico so that we diversify our risk.</p> <p>Transitioning to bio-circular content in our Croslite™ compounds contributes to how we manage the potential and actual risks posed by our sourcing of materials derived from fossil fuels. We have conducted carbon footprint assessments to understand the potential impact of this transition to our company's greenhouse gas emissions footprint. Bio-circular material transforms bio-waste and byproducts from other industries into a material that has the same properties as our existing material, positioning us to integrate bio-circular material into our Croslite™ and EVA compounds in our Crocs brand products.</p>	<p>Circularity, pg. 21-28</p> <p>Responsibility, pg. 49-50</p> <p>The details of our company's risk factors are more thoroughly outlined in our Annual Report on Form 10-K.</p>



# SASB Reference Table

Table 1  
Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Raw Materials Sourcing	CG-AA-440a.4	(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental and/or social standard, by standard	Quantitative	Metric Tons (t)	For a comprehensive list of materials, please see the accompanying table on pages 57-58.	Circularity, pg. 24

Table 2  
Activity Metrics

Topic	Code	Accounting / Activity Metric	Category	Unit of Measure	Data/Response	Related Reference(s)
Suppliers						
Activity / Suppliers	CG-AA-000.A	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	Number	<p>(1) Tier 1 Suppliers: 53</p> <p>(2) Tier 2 Suppliers: 278</p> <p>Total Suppliers: 331</p> <p>Crocs, Inc. maintains an enterprise Approved Vendor List (AVL), which we use as guidance for assessing our Tier 1 factories and Tier 2 suppliers in alignment with our policies, quality requirements, and delivery expectations. The AVL includes Tier 1 factories and Tier 2 suppliers that meet the company's standards for quality, delivery, cost and compliance. Facilities included in the AVL reflect shoe, apparel, and component factories, as well as raw materials suppliers, other component suppliers, and vendors that perform certain services related to product manufacturing. A vendor must be on the AVL in order to do business directly with Crocs, Inc., though our Tier 1 factories may maintain additional sourcing relationships that are not reflected in our company's AVL.</p> <p>At this time, the enterprise does not have full transparency beyond Tier 2. In 2024, we took our existing Supply Chain Sustainability efforts and turned it into a more formalized program with transparency and traceability remaining as priority workstreams.</p> <p>Crocs, Inc. currently has 331 Tier 1 and Tier 2 factories and suppliers on its enterprise AVL – with 6 shared Tier 1 factories and 17 shared Tier 2 suppliers across our portfolio. Our AVL is updated periodically and any suppliers that are inactive – defined as not having done business with the enterprise for two years – are removed from the AVL.</p>	Introduction, pg. 6  Responsibility, pg. 49-50



# TCFD Guidance on Climate-Related Risk Management & Integration

As part of our 'Net Zero by 2040' goal and the integration of financial and non-financial risks, we continue to more closely apply the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We recognize the ongoing importance of providing a clear portrayal of our climate-related financial information and continue to expand our disclosures as our emissions reduction plan evolves. The following disclosures are based on the latest updated recommendations published in 2017. It should be noted that TCFD has disbanded, and the recommendations are currently managed by the IFRS. Companies continue to use the TCFD recommendations as an entry point to the ISSB standards, which fully incorporate the TCFD recommendations. This is Crocs, Inc.'s fourth year reporting against the TCFD framework, and the third year in which disclosure is inclusive of both the Crocs and HEYDUDE brands. This TCFD disclosure is aligned with Crocs, Inc.'s 2023 CDP Climate Change Questionnaire response.

Metric	Disclosure	Related Reference(s)
Governance		
a) Describe the board’s oversight of climate-related risks and opportunities.  b) Describe management’s role in assessing and managing climate-related risks and opportunities.	<p>The oversight mechanisms in place by the board, to manage and address climate-related risks and opportunities, continue to include:</p> <ul style="list-style-type: none"><li>A Corporate Responsibility and Sustainability (CRS) Steering Committee comprised of the CEO and three independent members that carry out responsibilities delegated by the Board regarding the review and oversight of the Company’s goals, policies, procedures and disclosures related to environmental, social, and governance matters. The CRS committee also assists the Board in its oversight of Purpose matters material to the Company, its employees, its communities, and the planet and quarterly progress updates are provided to the board by the CRS Steering Committee.</li></ul>	<p>2024 Comfort Report – Responsibility, pg. 51-52</p> <p>2024 Annual Report on Form 10-K, pg. 4-5</p> <p>2024 Schedule 14A, pg. 21</p> <p>2024 CDP C1.1a and C1.1b</p>
b) Describe management’s role in assessing and managing climate-related risks and opportunities.	<p>To manage climate-related risks and opportunities Crocs, Inc. continues to maintain a reporting structure led by the CEO who retains ultimate responsibility for the company's sustainability strategy. The following additional measures have been established:</p> <ul style="list-style-type: none"><li>Our Chief Sustainability Officer leads CRS efforts across the enterprise, including climate-related efforts, and reports directly to our CEO. This reporting structure has been maintained since 2022. The CSO continues to infuse sustainability in cross-functional conversations, process and strategy and make even more intentional decisions with stakeholders' interests in mind. As the main sustainability-specific figure for Crocs, Inc. with company-wide reach, all relevant responsibilities are addressed by this position. The CSO monitors and informs the CEO through monthly meetings at a minimum.</li><li>As part of executive compensation, CRS progress continues to be weighted at at least 5% of total performance for our long-term equity incentive plan. In 2024, CRS progress performance target required progress toward: (1) bio-resin production readiness, which is related to the transition to bio-circular content in our Croslite™ compound, (2) our environmental sustainability efforts, which include our Circularity and Climate Stability ambitions, (3) our Community and Inclusivity efforts, which collectively account for social impact and human rights across our value chain, and (4) certain governance best practices. Accordingly, in 2024, two financial performance metrics (Revenue &amp; EBITDA Operating Margin) were weighted at 47.5% each and CRS progress was weighted at 10%.</li><li>The company continues to maintain an Enterprise Risk Management (ERM) program with direct oversight by the Board of Directors through regular updates on enterprise risks and related mitigations, as well as a cross-functional, collaborative enterprise Supply Chain Sustainability Program that provides updates to the CRS committee.</li><li>Our Environmental Policy, formalized in 2023, continues to guide operations in a manner that reduces impact on the environment.</li></ul>	<p>2024 Annual Report on Form 10-K, pg. 4-5</p> <p>2024 Comfort Report – Responsibility, pg. 51-52</p> <p>2024 CDP C1.2 and C1.3a</p>



# TCFD Guidance, continued

Metric	Disclosure	Related Reference(s)
Strategy		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>Through assessments conducted by the ERM program, climate risks and opportunities related to potential business disruptions, changing laws and regulations, and CRS reporting are identified. The following includes risks identified over the short, medium, and long term:</p> <ul style="list-style-type: none"><li>• Current and emerging regulations including, but not limited to, c waste disposal, environmental permits and the use of renewable energy.</li><li>• Changes in the regulatory environment such as trade regulations, economic and political sanctions, regulations concerning product compliance, and climate protection regulations.</li><li>• Responsibilities associated with technological improvements or innovations needed to support the transition of our Cros-lite™ compound to be less carbon-intensive.</li><li>• Third-party manufacturers not following external applicable environmental and labor regulations, and internal policies and procedures.</li><li>• Global climate change, including extreme weather conditions, natural disasters, public health issues, or other events outside of our control, as well as related regulations, whether occurring in the U.S. or abroad.</li><li>• The consequences of these events could include property damage, infrastructure damage leading to the inability of our employees and third parties to work, damage to our supply chain, unavailability of raw materials, increased manufacturing costs and disruptions to the productivity of our third-party manufacturers, disruptions to our distribution centers, disruptions to our retail stores, changes in consumer preferences or spending priorities, and energy shortages.</li><li>• Potential for our business context to change which may lead the company to prioritize other business, social, governance or sustainable investments over the achievement of our current commitments based on economic, technological developments, regulatory and social factors, business strategy or pressure from investors, activist groups or other stakeholders.</li><li>• Increased scrutiny from investors, regulators, and other key stakeholders with respect to our corporate responsibility and sustainability practices.</li></ul>	<p>2024 Comfort Report – SASB Materials Sourcing Table, pg. 57-58</p> <p>2024 Annual Report on Form 10-K, pg. 24-25</p> <p>2024 Comfort Report - Responsibility, pg. 51-52</p> <p>2024 Comfort Report - Climate Stability, pg. 31-32, 35-36</p> <p>2024 CDP C2.2a</p>



# TCFD Guidance, continued

Metric	Disclosure	Related Reference(s)
Strategy		
b) Describe the impact of climate related risks and opportunities on the organization’s businesses, strategy, and financial planning.	<p>The following are climate-related risks and their subsequent impact, which are incorporated into business strategy and financial planning:</p> <ul style="list-style-type: none"><li>Our supply chain is prone to physical risks as our key sourcing countries (Vietnam, China, Indonesia) are vulnerable to the physical impacts of climate change such as flooding, heatwaves, and extreme weather events. Such risks may affect our supplier base and could lead to a reduction in production capacity to have a better understanding of the importance of these regions on Crocs, Inc. supply chain. Overall, our first and second largest third-party manufacturer for the Crocs Brand have the majority of their operations in Vietnam and China. The HEYDUDE Brand is primarily sourced from China. Our strategy to respond to any disruptive event is to have a very diversified set of factories in Vietnam, China, Indonesia, Bosnia, and Mexico so that we diversify our risk.</li><li>There is a growing consensus among both public and private stakeholders regarding the fundamental role of carbon pricing in the transition to a decarbonized economy. The EU’s proposed Carbon Border Adjustment Mechanism will increase the cost of doing business in the region and is currently open for feedback. Therefore, one of the most important risks comes from the European Union which is considered inside the EMEALA revenues (Middle East, Africa and Latin America). Currently, any risk related to the emerging regulations is being monitored by our ERM processes. However, we are working on reducing our carbon emissions beyond regulations. In this way, we are also reducing the risk related to any carbon pricing mechanism.</li><li>The failure of Crocs and HEYDUDE to meet our climate-related goals may result in reputational risk by changing customer or community perception of our brands. Similarly, if we are not keeping pace with our competitors on climate-related initiatives and efforts, this too can impact our reputation. We have a diverse slate of emisison reductions opportunities and are always evaluating the most strategic and cost-effective ways to meet our climate-related goals.</li><li>Climate-related technology risks have the potential to impact our business. If we are unable to identify ways to use less emissions intensive matierals and reduce the carbon footprints of our products, then we may see reduced demand for our shoes. In 2024, we increased the amount of bio-circular content in our Croslite™ compounds to 25% on a mass-balance annual average basis, and in 2024 we worked towards a goal achieving 50% bio-circular content in our Croslite™ compounds by 2030. We’re in the process of evaluating whether this goal, or another approach, is more in line with business needs and sustainability targets. Overall, raw material diversification reduces our reliance on fossil fuels, increases resilience across the supply chain, and addresses investor and customer expectations. One specific action to enable the implementation of this strategy is to source from an ISCC (International Sustainability and Carbon Certification) PLUS-certified supply chain, which not only indicates the material we use is certified as bio- circular, but also means we have greater traceability to its source. Currently 100% of the bio-based resin currently used in our products is ISCC PLUS Certified. Bio-based materials are at a premium to the base Croslite™ compound.</li><li>Current and emerging climate-related regulations have the potential to impact our business. These include the U.S. Securities Exchange Commision’s (SEC) Climate Rule, California (CA) SB 253, CA SB 261, CA AB 1305, among others. Complying with these regulations will take additional time, resources, and financial investment. Failure to respond to emerging regulations could result in reputational risks or financial risks. Our strategy to prepare for these regulations is to conduct preparedness assessments internally and assess and address the results as deemed appropriate.</li><li>Climate-related legal risks have the potential to impact our business. Failure to substantiate our climate-related claims in our advertising, voluntary reporting, or public filings could result in litigation or U.S. Federal Trade Commission (FTC) enforcement actions claiming false or misleading advertising. Our strategy to mitigate this risk is to publish accurate, clearly understandable, and easy to find data to support our climate and sustainability-related claims and leverage third-party assurance, verification or certification where applicable.</li></ul>	<p>2024 Comfort Report - Circularity, pg. 23-24</p> <p>2024 Comfort Report - Climate Stability, pg. 35-36</p> <p>2024 Comfort Report - Community, pg. 45-46</p> <p>2024 Comfort Report - Responsibility pg. 51-52</p> <p>2024 Annual Report on Form 10-K, pg. 22-23</p> <p>2024 CDP C2.3a</p>



# TCFD Guidance, continued

Metric	Disclosure	Related Reference(s)
Strategy		
c) Describe the resilience of the organization’s strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	<ul style="list-style-type: none"><li>While our business growth continues to remains a top priority, especially as a parent company of two powerhouse footwear brands, growth can also be a hurdle for our climate ambitions. As our business context continues to change and as the severity of the climate crisis progresses, we must continue to evaluate pathways and the feasibility of our carbon reduction journey. We have adjusted course to create the timeline needed to scale and deliver on our sustainability ambitions, while continuing to support business growth.</li><li>In 2024, we conducted our fourth enterprise-wide Greenhouse Gas (GHG) Emission Inventory. We also formally submitted proposals to the Science Based Targets Initiative (SBTi) and as of May 2025, SBTi has approved our submission. We have set two near-term targets with a target year of 2032. Our first target commits us to reducing Scope 1 and 2 emissions by 50.40% from our 2022 baseline. The second commits us to reducing our Scope 3 Category 1: Purchased Goods and Services and Category 4: Upstream Transportation and Distribution emissions by 58.20% per dollar of value added within the same time frame. These targets provide us with clear directives, and in the years to come, we'll provide updates on our progress towards these SBTi goals.</li><li>We continue to adhere to international and local laws, and update our supply chain emergency preparedness plans to remain resilient in the face of climate risks.</li><li>To gain further insight into natural resource management and labor conditions within our supply chain, we continue to use of the Higg suite of tools and seek verification of both self-assessments for the Higg FEM (vFEM) and FLSM (vFSLM), to check that suppliers understood the questions asked and reported correctly.</li></ul>	<p>2024 Comfort Report - Climate Stability, pg. 31-32, 37-38</p> <p>2024 Comfort Report - Community, pg. 45-46</p> <p>2024 Comfort Report - Responsibility, pg. 49-50</p> <p>2024 CDP C3.1</p>



# TCFD Guidance, continued

Metric	Disclosure	Related Reference(s)
Risk Management		
a) Describe the organization’s processes for identifying and assessing climate-related risks.	<p>Our ERM program continues to be a key input in our overall Purpose strategy, with risks identified through an annual Enterprise Risk Assessment facilitated by Internal Audit with oversight from the Executive Vice President, Chief Legal &amp; Risk Officer. We also use the following processes to bolster our identification and assessment of climate-related risks:</p> <ul style="list-style-type: none"><li>• Continue to identify priority topics through regular assessments of material issues. In 2024, we completed a double materiality assessment (DMA) to remain aware of the greatest risks and opportunities that could affect our business, as well as people and planet.</li><li>• Conduct an annual GHG Emissions Inventory to understand our hotspots and evaluate our emissions reduction strategy annually as well as continue to seek limited assurance for areas of highest impact within our GHG inventory.</li><li>• Continually assess emerging global regulations related to climate-related risks and opportunities, as well as climate-related disclosures.</li><li>• Build alignment with globally recognized ESG frameworks, including the United Nations Sustainable Development Goals, SASB, and TCFD.</li></ul>	<p>2024 Comfort Report - Staying Accountable in Our Purpose, pg. 9-10</p> <p>2024 Comfort Report - Climate Stability, pg. 31-32</p> <p>2024 Comfort Report - Responsibility, pg. 51-52</p> <p>2024 CDP C2.1b and C2.2</p>
b) Describe the organization’s processes for managing climate-related risks.	<p>In order to manage our climate-related risks we continue to take the following actions:</p> <ul style="list-style-type: none"><li>• Utilize an Environmental Policy for clear expectations of our operations and supply chain</li><li>• Develop and update policies on a regular basis</li><li>• Measure our energy consumption for our facilities, including offices, retail stores, and distribution centers</li><li>• Work with our Tier 1 and Tier 2 suppliers to measure and manage waste and wastewater</li><li>• Develop our Supply Chain Sustainability Program, which includes a dedicated transparency and traceability initiative</li><li>• Conduct both internal and third-party supply chain social compliance audits, supported by additional assessments using Higg tools</li></ul>	<p>Crocs, Inc. Governance Documents available publicly at: <a href="https://investors.crocs.com/governance/governance-documents/default.aspx">https://investors.crocs.com/governance/governance-documents/default.aspx</a></p> <p>2024 Comfort Report - Climate Stability, pg. 33-34</p> <p>2024 Comfort Report - Community, pg. 45-46</p> <p>2024 Comfort Report – Responsibility, pg. 49-50</p>
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	<p>The company maintains an Enterprise Risk Management (ERM) program with direct oversight by the Board of Directors. As part of this program management assesses enterprise-level risks, including climate-related risks, in terms of impact and likelihood of occurrence. The company identifies qualitative and quantitative factors to assess the potential impact of risk occurrence across our financial, operational, regulatory, strategic and reputational objectives. The company considers the likelihood of risk occurrence from low to high. If a risk is designated “enterprise” level, an executive leadership team member is assigned ownership and is responsible for developing mitigations to reduce the impact and likelihood to an acceptable level. The status and subsequent mitigations of enterprise risks are communicated to the Board on a semi-annual basis. Internal Audit facilitates the ERM process by performing an annual Enterprise Risk Assessment where enterprise risks previously identified are refreshed and new enterprise risks may be identified.</p>	<p>2024 Comfort Report – Responsibility, pg. 51-52</p> <p>2024 Schedule 14A, pg. 18-19</p> <p>2024 CDP C2.1b</p>



# TCFD Guidance, continued

Metric	Disclosure	Related Reference(s)
Metrics & Targets		
a) Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.	<p>Crocs, Inc. tracks metrics related to climate risks and opportunities including, but not limited to:</p> <ul style="list-style-type: none"><li>• Scope 1 &amp; 2, including energy consumption at enterprise-wide facilities</li><li>• Scope 3 Categories, including Purchased Goods and Services, Upstream and Downstream Transportation and Distribution, End of Life, Business Travel, Employee Commuting, Fuel &amp; Energy Activities, Use of Sold Products, Capital Goods, Waste, Upstream Leased Assets, and Franchises</li><li>• Carbon footprints for top product styles</li><li>• ISCC PLUS Certification of material content</li><li>• Bio-circular content within Croslite™ compounds</li><li>• SBTi approved near term targets including reducing Scope 1 and 2 emissions by 50.40% from our 2022 baseline and reducing our Scope 3 Category 1: Purchased Goods and Services and Category 4: Upstream Transportation and Distribution emissions by 58.20% per dollar of value added within the same time frame</li></ul>	<p>2024 Comfort Report - Circularity, pg. 23-24</p> <p>2024 Comfort Report - Climate Stability, pg. 31-32</p> <p>2024 CDP C4.1a, C4.2c, C4.5a</p>
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<p>The results of our GHG Inventory, including Scope 1, 2, and 3 can be found on pages 31-32.</p> <p>*Please note that the 2022 and 2023 values included in this report for our GHG Inventory are different than those disclosed in our first CDP Climate Change Questionnaire completed in 2024. This year, we redid our 2022 inventory after discovering discrepancies in our Scope 1 and 2 totals, which have since been remedied. Our 2023 inventory was updated following the verification of areas of highest impact. The new 2022 and 2023 values will be included in our CDP Climate Change Questionnaire in 2025.</p>	<p>2024 Comfort Report – Climate Stability, pg. 31-32</p> <p>2024 Comfort Report – Key Metrics, pg. 59-60</p> <p>CDP C6 and C7</p>
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>The following are goals by which we manage our climate-related risks and opportunities. These goals are supported by a number of targets which under continuous management and review.</p> <ul style="list-style-type: none"><li>• Net Zero by 2040</li><li>• Reduce Scope 1 and 2 emissions by 50.40% by 2032 from our 2022 baseline</li><li>• Reduce Scope 3 Category 1: Purchased Goods and Services and Category 4: Upstream Transportation and Distribution emissions by 58.20% per dollar of value added by 2032 from our 2022 baseline.</li><li>• 50% emissions reduction per pair of classic clogs</li><li>• 50% bio-based content in Croslite™ compound*</li><li>• Supply chain audits for social and environmental compliance</li></ul> <p>*We're currently evaluting whether this goal, or another approach, is more in line with business needs and sustainability targets.</p>	<p>2024 Comfort Report – Circularity, pg. 23-24</p> <p>2024 Comfort Report – Climate Stability, pg. 31-32, 35-36</p> <p>2024 Comfort Report – Responsibility, pg. 49-50</p>




# United Nations Sustainable Development Goals (SDGs)

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

Icon	Sustainable Development Goal	SDG Target	Related Reference(s)
	<b>5 Gender Equality</b>  Achieve gender equality and empower all women and girls	5.1	Worldwide Code of Ethics, pg. 5-6  Factory and Supplier Code of Conduct, pg. 5
		5.2	Human Rights Policy, pg. 2  Factory and Supplier Code of Conduct, pg. 5
		5.4	2024 Comfort Report - Inclusivity, pg. 19-20
		5.5	2024 Comfort Report - Community, pg. 41-42
	<b>8 Decent Work and Economic Growth</b>  Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.5	2024 Comfort Report - Inclusivity, pg. 15-16
		8.7	Human Rights Policy, pg. 2  Factory and Supplier Code of Conduct, pg. 3, pg. 5  2024 Comfort Report - Responsibility, pg. 49-50
		8.8	Worldwide Code of Ethics, pg. 6  Human Rights Policy, pg. 3  Factory and Supplier Code of Conduct, pg. 5-6  2024 Comfort Report - Inclusivity, pg. 15-16, 17-18



# United Nations Sustainable Development Goals (SDGs)

Icon	Sustainable Development Goal	SDG Target	Related Reference(s)
	<b>10 Reduced Inequalities</b>  Reduce inequality within and among countries	10.2	2024 Comfort Report - Inclusivity, pg. 15-16  2024 Comfort Report - Community, pg. 41-42
		10.3	Worldwide Code of Ethics, pg. 5-6  Human Rights Policy, pg. 2  Factory and Supplier Code of Conduct, pg. 5  2024 Comfort Report - Community, pg. 41-42
	<b>12 Responsible Consumption and Production</b>  Ensure sustainable consumption and production patterns	10.4	2024 Comfort Report - Inclusivity, pg. 15-16  2024 Comfort Report - Community, pg. 41-42  2024 Comfort Report - Circularity, pg. 25-26
		12.4	2024 Comfort Report - Climate Stability, pg. 37-38
		12.5	2024 Comfort Report - Circularity, pg. 27-28  2024 Comfort Report - Climate Stability, pg. 37-38
		12.6	2024 Comfort Report - Full Report
		12.7	2024 Comfort Report - Circularity, pg. 23-24
	<b>13 Climate Action</b>  Take urgent action to combat climate change and its impacts	13.2	2024 CDP Climate Change Questionnaire  2024 Comfort Report - Climate Stability, pg. 31-32  2024 TCFD Index
	<b>17 Partnerships for the Goals</b>  Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	17.17	2024 Comfort Report - Inclusivity, pg. 19-20  2024 Comfort Report - Circularity, pg. 27-28  2024 Comfort Report - Community, pg. 41-42



References

1 Ellen MacArthur Foundation. (n.d.). Design and the circular economy: Deep dive. <https://www.ellenmacarthurfoundation.org/design-and-the-circular-economy-deep-dive#:~:text=Safe%20and%20circular%20material%20choices,safe%20and%20circular%20material%20choices>

2 Soles4Souls. (n.d.). 4Opportunity. <https://soles4souls.org/4opportunity/>

3 World Population Review. (2024). Shoe production by country 2024. <https://worldpopulationreview.com/country-rankings/shoe-production-by-country>

4 Ellen MacArthur Foundation. (2021, March 2). Circular-ish: the messy reality of circular design [Video]. YouTube. <https://youtu.be/nTgK7dHiqUk>

5 UNICEF. (2022). Recovering in learning: Are children and youth on track in skills development? <https://www.unicef.org/reports/recovering-learning>

6 Big Brothers Big Sisters of America. (n.d.). About us. <https://www.bbbs.org/about-us/>

7 Big Brothers Big Sisters of Canada. (n.d.). About us.



Cautionary Note Regarding Forward-Looking Statements

This report includes estimates, projections, and statements relating to our plans, commitments, objectives, and expectations that are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements include, but are not limited to, statements regarding our expectations relating to ESG strategy, targets and goals, including net zero commitments, other company strategies, our value chain, our products, and other environmental and social matters. These statements involve known and unknown risks, uncertainties, assumptions, and other factors, which may cause our actual results, performance, or achievements to be materially different from any future results, performances, or achievements expressed or implied by the forward-looking statements. Should known or unknown risks or uncertainties materialize, or should underlying assumptions prove inaccurate, actual results could vary materially from past results and from those anticipated, estimated, or projected. Please see the factors described in our most recent Annual Report on Form 10-K under the heading "Risk Factors" and our subsequent filings with the Securities and Exchange Commission. Readers are encouraged to review that section and all other disclosures appearing in our filings with the Securities and Exchange Commission. All information in this document speaks as of June 26, 2025. We do not undertake any obligation to update publicly any forward-looking statements, whether as a result of the receipt of new information, future events, or otherwise, except as required by applicable law.







**CROCS** inc. 

