CREATING CHANGE

FY 2021 CORPORATE RESPONSIBILITY AND SUSTAINABILITY REPORT

FOR THE REPORTING PERIOD APRIL 1, 2020 – MARCH 31, 2021

DECKERS BRANDS

UGG® KOOLABURRA BY UGG® HOKA TEVA® SANÜK

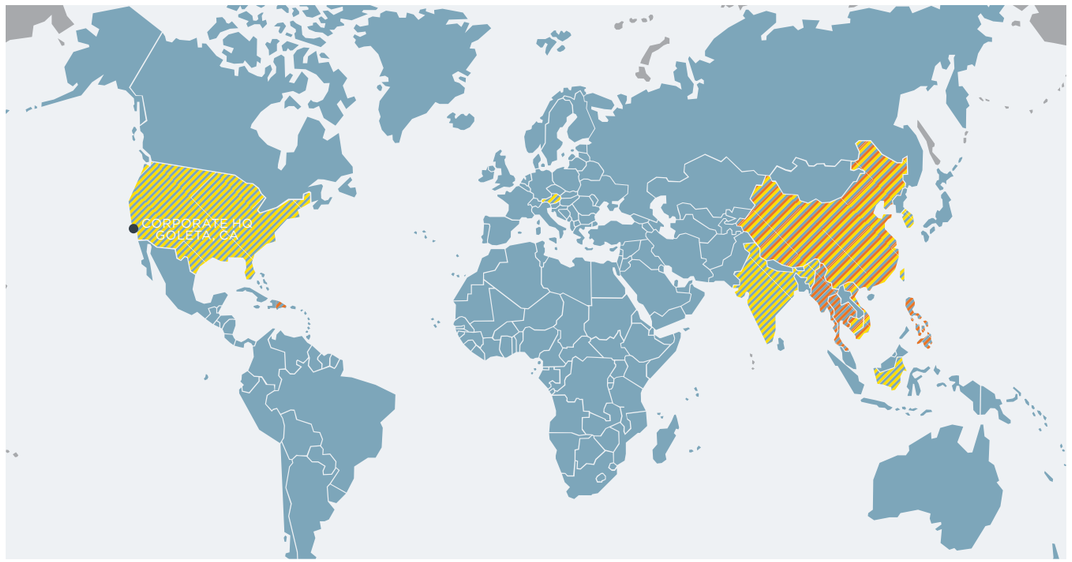
DECKERS BRANDS IN SUMMARY

DECKERS BRANDS IN SUMMARY

DECKERS BRANDS IN SUMMARY – FY21

OUR BRANDS

$2.546 BILLION
TOTAL SALES



FY21 SUPPLY CHAIN PARTNERS: COUNTRIES WE MANUFACTURE IN / SUPPLY FROM

CHINA (123)
Tier 1: 4 Footwear and 10 Lifestyle
Tier 2: 109 Suppliers

VIETNAM (64)
Tier 1: 11 Footwear and 1 Lifestyle
Tier 2: 52 Suppliers

PHILIPPINES (1)
Tier 1: 1 Footwear

CAMBODIA (2)
Tier 1: 1 Footwear
Tier 2: 1 Supplier

THAILAND (1)
Tier 2: 1 Supplier

MYANMAR* (1)
Tier 1: 1 Lifestyle

DOMINICAN REPUBLIC (1)
Tier 1: 1 Footwear

TAIWAN (12)
Tier 2: 12 Suppliers

INDONESIA (2)
Tier 2: 2 Suppliers

INDONESIA (1)
Tier 2: 1 Supplier

KOREA (1)
Tier 2: 1 Supplier

UNITED STATES (1)
Tier 2: 1 Supplier

AUSTRIA (1)
Tier 2: 1 Supplier

MARKETS SERVED

- NORTH AMERICA
- APAC
- EMEA
- SOUTH AMERICA

Tier 1 Factories (30) and Tier 2 Suppliers (181)
**Manufacturing at this facility moved to other country(ies) as of May 2021 due to current situation in the country.*

WELCOME

MESSAGE FROM OUR CEO

Deckers began its sustainability journey in 2010 and now, over a decade later, our vision to do good and do great is stronger than ever. Even in this challenging year, filled with the ongoing effects of a global pandemic and global movement for racial and social justice, our teams pulled together in a way that I have never seen before.

I am often asked what changed for me in May 2020, following the tragic death of George Floyd. I have always been an advocate for racial and social justice—combating inequity—but like many, I had to ask myself "am I doing—or have I done—all that I can" and for me the answer was no. We can't pretend racism doesn't exist, or that it doesn't touch our communities around the world, because it does. And we have an obligation to show up and inspire change toward a more just and equitable world.

At Deckers, we believe our people make us great. I am proud that in a short period of time we have truly amplified our diversity, equity, and inclusion efforts. Here are a few key highlights:

- Appointed our first Sr. Director of DEI, Manager of DEI and EMEA DEI Lead
- Set bold goals including 25% BIPOC in Director and above positions in the US by 2027, and in one year we have seen a 4% increase to 16%
- Since June 2020, 49% of all new hires in the US at corporate are BIPOC
- Eight Employee Resource Groups established
- Mandatory and optional DEI trainings deployed
- Total of $850,000 donated to organizations that promote social and racial equality

We continue to promote self-awareness, growth and grace for a better tomorrow

We continue to promote self-awareness, growth and grace for a better tomorrow. I know there is still much work to do, and this is a marathon not a sprint, but I want Deckers to always be a safe place where all employees are welcomed, heard and free to be their true authentic selves.

We also have used our influence this year to promote more sustainable business practices not only in our own operations, but among our manufacturing and supply chain partners. Here are a few key areas of progress:

- Partnered with The Carbon Trust to conduct a Scope 1, 2, and 3 carbon accounting and filed Science-Based Targets, which were approved by the Science-Based Targets Initiative
- Finalization of our Lifecycle Assessment for all materials
- All our brands reduced per pair FY21 emissions compared to FY20
- Corporate headquarters is utilizing 100% renewable energy as of October 2021
- Monitored fourteen Tier 1 partners and saw reduced energy consumption among those monitored
- Committed to restoring 1,000,000 acres of land by 2025 through our support of a grant for regenerative farming practices with the Savory Institute
- Launched end-of-life efforts, including a refurbishment program for UGG and a recycling partner for Teva sandals.

Our journey is not done. There is more work to do, but we have many accomplishments worth celebrating

In FY21, we also continued to amplify our giving program and donated $2.13 million to various non-profit organizations. We held our inaugural Art of Kindness (AOK) week where employees were encouraged to give of their time in order to make a positive impact in our communities. In FY21 alone, our employees volunteered a collective 5,073 hours.

Our journey is not done. There is more work to do, but we also have many accomplishments worth celebrating. I am excited to share both our successes and our challenges publicly.

I have said this before, but it still rings true today—we will never remain stagnant and we promise to always challenge ourselves to do better, think bigger, and be disruptive in the best possible way.

Thank you for following along on our journey. My sincere hope is that together we can inspire global change and truly Do Good and Do Great!

Sincerely,

Dave Powers
President and Chief Executive Officer

WELCOME

INTRODUCTION

As a global leader in designing, marketing and distributing innovative footwear, apparel, and accessories, our worldwide reach and impact is significant. We believe consumers are increasingly buying brands that advance sustainable business practices and deliver quality products while striving for minimal environmental impact by employing socially conscious operations. At Deckers, we strive to always do good and do great. We act with integrity and humility, believing that respect for each other and our communities drives a sustainable business.

Our sustainability policies and strategies are aligned with, and informed by, our ongoing efforts with multi-stakeholder initiatives, which involve our stockholders, employees, suppliers and customers, as well as other brands and non-governmental organizations.

Through our holistic Corporate Responsibility and Sustainability Program, which has been in existence since 2010, we are committed to advancing our sustainable business initiatives. As a result of our efforts, we have been recognized as one of America's Most Responsible Companies by Newsweek, and ranked 15th of Investor's Business Daily's top 50 ESG companies during fiscal year 2021.

We recognize that sustainability is a journey and one that will likely never conclude. Our hope is that our Creating Change Report will show you how we continue to serve our communities, maintain an ethical supply chain, and significantly reduce our environmental footprint.*

Recognized as one of America's Most Responsible Companies

Newsweek

Ranked 15th of Investor's Business Daily's top 50 ESG companies

INVESTOR'S BUSINESS DAILY

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WELCOME

CREATING CHANGE: LONG-TERM VISION

JOURNEY TO REGENERATIVE

A regenerative business is one that prioritizes long-term value over short-term gain by restoring the health of people, communities and the planet. Going beyond sustainability is the next step of our journey. We want to give back more than we take.

HOW WE DEFINE REGENERATIVE

Most likely think of certain efforts like carbon or regenerative farming when they think of a regenerative business, but it also applies to social efforts. For example, a sustainable business may be one that is ensuring an inclusive workplace, but a regenerative one combats inequity in their larger community. Another example, being a sustainable business may include ensuring our supply chain partners are paying minimum wage as required by law, but a regenerative one means they are paying a living wage. Similarly, on the environmental side, measuring and reducing your carbon footprint may be sustainable while being carbon positive is regenerative. These are simple examples to illustrate that a regenerative business is one which goes above sustainability—something we at Deckers are actively working towards.

OUR STRATEGIC APPROACH

We have looked at our business holistically and identified areas (e.g. materials, waste, water, gender equality, quality education and reduced inequalities, chemistry, climate & clean energy, and human rights) where we can make the biggest impact. Then, looking at the areas we identified we realized that we needed to clearly define our goal under each to better track our progress—these are our Sustainable Development Goals (SDGs) and they are the guardrails of our program. Finally, in order to prioritize our resources and efforts we identified specific areas for improvement, including relevant targets under each SDG to better track our progress. We recognize that as our business continues to evolve we must remain agile. As such, we are continually modifying our strategies, adding to our targets, reallocating our resources, and challenging ourselves to make an even greater impact in keeping with our key value of 'Do Good and Do Great'.

WELCOME

UNITED NATIONS GLOBAL COMPACT AND DECKERS' SUSTAINABLE DEVELOPMENT GOALS

Deckers has been a member of the world's largest corporate sustainability initiative, the United Nations Global Compact (UNGC), since 2016. The UNGC principles guide companies to action-oriented efforts to support Sustainable Development Goal (SDG) implementation.

In accordance with our strategic approach, we adopted SDGs that were most relevant to our business and our portfolio of brands. We established targets under each SDG because we believe in transformative change – change that is only possible with a focused and transparent approach. We believe our targets will keep us accountable and help us to track our progress and commitment in the categories of materials, waste, water, gender equality and quality education, chemistry, climate and clean energy and human rights.

TOPIC	DECKERS SDG	UNGC SDG
MATERIALS	Maximize the amount of preferred materials in our products	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 15 LIFE ON LAND
WASTE	Sustainably reduce waste generated at our facilities and partner facilities through refuse, reduction, recycling, and reuse	7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
WATER	Reduce water consumption and improve water quality throughout our operations and the communities in which we operate	6 CLEAN WATER AND SANITATION
CLIMATE AND CLEAN ENERGY	Reduced energy consumption and carbon emissions throughout our operations	7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
CHEMISTRY AND CONSUMER SAFETY	Reduce or eliminate hazardous chemicals throughout our operations	3 GOOD HEALTH AND WELL-BEING; 6 CLEAN WATER AND SANITATION
HUMAN RIGHTS	Positively impact the communities where we operate in, including assuring industry leading human rights practices within our supply chain	3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION; 5 GENDER EQUALITY; 10 REDUCED INEQUALITIES
GENDER EQUALITY, QUALITY EDUCATION, AND REDUCED INEQUALITIES	Promote diversity, gender equality, female empowerment, and inclusion for all	4 QUALITY EDUCATION; 5 GENDER EQUALITY; 10 REDUCED INEQUALITIES

FY21 ACHIEVEMENTS MADE TOWARD OUR SUSTAINABLE DEVELOPMENT GOALS

FY21 ACHIEVEMENTS MADE TOWARD OUR SUSTAINABLE DEVELOPMENT GOALS

CREATING CHANGE: JOURNEY TO REGENERATIVE

DECKERS SUSTAINABLE DEVELOPMENT GOALS AND PROGRESS

We believe our strategic approach to ESG allows us to remain focused on areas we can have the biggest impact. Our targets keep us accountable and help us to monitor progress being made in each category. The chart below will provide a detailed overview of each of our targets, many of which are new this year, and the progress we are making year-over-year (from FY19-FY21). Our hope is that this transparent approach—recognizing both our achievements and those areas we need to speed up our efforts—gives readers a clear understanding and appreciation of where we are at on our sustainability journey.

MATERIALS

MAXIMIZE THE AMOUNT OF PREFERRED MATERIALS IN OUR PRODUCTS

**The term "preferred materials" refers to recycled, renewable, regenerated, and natural materials*

SUSTAINABLE DEVELOPMENT GOALS: DECKERS BRANDS MATERIALS

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
55% of all materials *(e.g., closure, components, leather, midsole, outsole, packaging, sheepskin, synthetic, textiles)* used in our footwear will be made from preferred materials	▪ 30.92% of all materials used in our footwear were made from preferred materials	▪ 33.51% of all materials used in our footwear were made from preferred materials	▪ 32.69% of all materials used in our footwear were made from preferred materials	On Track	2027
60% of all fibers used in our footwear will be made from preferred materials	▪ 20.88% of all fibers used in our footwear were made from preferred materials	▪ 26.97% of all fibers used in our footwear were made from preferred materials	▪ 35.27% of all fibers used in our footwear were made from preferred materials	On Track	2027
50% of all non-fibers used in our footwear will be made from preferred materials	▪ 33.93% of all non-fibers used in our footwear were made from preferred materials	▪ 35.86% of all non-fibers used in our footwear were made from preferred materials	▪ 31.79% of all non-fibers used in our footwear were made from preferred materials	On Track	2027
65% of all materials used in our apparel, accessories, and home goods will be made from preferred materials	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 42.22% of all materials used in our apparel, accessories, and home goods were made from preferred materials	On Track	2027
Determine baseline environmental footprint for all of our product materials *(e.g., closure components, leather, midsole, outsole, packaging, sheepskin, synthetic, textiles)*, including their waste production and methods of waste disposal	▪ Engaged third-party lifecycle assessment *(LCA)* tool	▪ Tool selected and questionnaire deployed to all materials suppliers ▪ Packaging, leather, sheepskin and wool categories assessed with new LCA tool	▪ Determined the baseline environmental impact and studied the environmental footprint of all footwear, apparel, accessories, and home goods materials, including their waste production and taking into consideration methods of waste disposal, for fiscal years 2019, 2020, and 2021	Target Achieved	2021
100% of all leather hides *(i.e., leather, suede, and sheepskin)* used in footwear will either come from recycled sources or be finished in a Leather Working Group *(LWG)*-certified tannery	▪ 97.43% of all leather hides were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 98.39% of all leather hides were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 99.88% of all leather hides were sourced from LWG-certified tanneries or recycled leather, within all materials categories ▪ 100% of our sheepskin was LWG-certified	On Track	2022
100% of all leather hides used for our apparel, accessories, and home goods will either come from recycled sources or be finished in an LWG-certified tannery	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 86.27% of all leather hides were from LWG-certified tanneries ▪ 100% of our sheepskin was LWG-certified ▪ Licensees and agents have committed to sourcing from 100% LWG-certified tanneries by 2022	On Track	2025
Trace 85% of bovine full grain hides and sheepskin back to the processing facility from which each originated, within the leather and sheepskin material categories	▪ Traced 98% of bovine full grain hides and sheepskin back to the processing facility from which each originated, within the leather and sheepskin material categories	▪ Traced 93.1% of bovine full grain hides and 100% of sheepskin back to the processing facility from which each originated, within the leather and sheepskin material categories	▪ Traced 89.61% of bovine full grain hides and 91.26% of sheepskin back to the processing facility from which each originated, within the leather and sheepskin material categories	On Track	2022
Trace 100% of all leather hides back to the country of origin, within the leather and sheepskin material categories	▪ 96.24% of all leather hides traced back to country of origin, within the leather and sheepskin material categories	▪ 97.30% of all leather hides traced to country of origin, within the leather and sheepskin material categories	▪ 100% of all leather hides traced to country of origin, within the leather and sheepskin material categories	Target Achieved	2021

SUSTAINABLE DEVELOPMENT GOALS: DECKERS BRANDS MATERIALS (CONTINUED)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
100% of down used in our products, including products produced by our licensees and agents, to be Responsible Down Standard *(RDS)*-certified	▪ 100% of down used in our products, including those produced by licensees and agents, was RDS-certified	▪ Maintained 100% of down used in our products, including those produced by licensees and agents, was RDS-certified	▪ Maintained 100% of down used in our products, including those produced by licensees and agents, was RDS-certified	Target Achieved and Maintained	2022
Eliminate virgin wool in our footwear, and to the extent that is not achievable, ensure that any virgin wool used repurposed wool	▪ 78.57% of wool used in our footwear was repurposed wool and 21.13% was virgin wool	▪ 98.91% of wool used in our footwear was repurposed wool and 1.09% was virgin wool	▪ 98.67% of wool used in our footwear was repurposed wool and 1.33% was virgin wool	On Track	2022
Eliminate virgin wool in our apparel, accessories, and home goods, and to the extent that is not achievable, ensure that any virgin wool used is Responsible Wool Standard *(RWS)*-certified	▪ Target first conceptualized in FY20	▪ Target conceptualized	▪ 0.83% of wool used in our apparel, accessories, and home goods was repurposed wool and 99.17% was virgin wool	In progress - Target achievable	2025
100% of cotton fiber used in our footwear, within all material categories, will be made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ Target conceptualized	▪ 1.47% of cotton fibers used in our footwear were made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 20.94% of the cotton fibers used in our footwear were made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	On Track	2025
100% of cotton fiber used in our apparel, accessories, and home goods, within all material categories, will be made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0.17% of the cotton fibers used in our apparel, accessories, and home goods were made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0.00% of the cotton fibers used in our apparel, accessories, and home goods were made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 89.29% of the cotton fibers used in our apparel, accessories, and home goods were made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	On Track	2025
65% of all co-polyester fibers and films in our footwear to originate from post-consumer, post-industrial, or renewable resources	▪ 12.97% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 16.69% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 21.64% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	On Track	2027
40% of all co-polyester fibers and films in our apparel, accessories, and home goods to originate from post-consumer, post-industrial, or renewable resources	▪ 0.49% of all co-polyester fibers and films used in our apparel, accessories, and home goods originated from post-consumer, post-industrial or renewable resources	▪ 2.39% of all co-polyester fibers and films used in our apparel, accessories, and home goods originated from post-consumer, post-industrial or renewable resources	▪ 6.41% of all co-polyester fibers and films used in our apparel, accessories, and home goods comes originated from post-consumer, post-industrial or renewable resources	On Track	2027
100% of timber used in our products and packaging to originate from sources that legally harvest, source, transport, and export timber. We will not use any timber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ 84.54% of all timber products used in our products were Forest Stewardship Council *(FSC)*-certified or contain post-consumer recycled content and/or pre-consumer recycled content	▪ 96.13% of all timber products used in our products were FSC-certified or contain post-consumer recycled content and/or pre-consumer recycled content	▪ 96.09% of all timber products used in our products were FSC-certified or contain post-consumer recycled content and/or pre-consumer recycled content	On Track	2026
50% of all natural rubber used in our products to originate from sources that legally harvest, source, transport, and export rubber. We will not use any rubber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 5.55% of all natural rubber used in our products was traceable to tree plantations established before 1994	On Track	2026
100% of all products will be designed with circular economy in mind *(e.g., reparable, resellable, upcycling, downcycling, recycling, natural degradation)*	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	In progress - Target achievable	2030

SUSTAINABLE DEVELOPMENT GOALS: UGG MATERIALS (CONTINUED)

UGG

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
65% of all materials used in UGG footwear will be made from preferred materials	▪ 42.43% of all materials used in UGG footwear were made from preferred materials	▪ 44.77% of all materials used in UGG footwear were made from preferred materials	▪ 45.86% of all materials used in UGG footwear were made from preferred materials	On Track	2027

SUSTAINABLE DEVELOPMENT GOALS: UGG MATERIALS (CONTINUED)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
75% of all fibers used in UGG footwear will be made from preferred materials	▪ 20.88% of all fibers used in UGG footwear were made from preferred materials	▪ 26.97% of all fibers used in UGG footwear were made from preferred materials	▪ 48.84% of all fibers used in UGG footwear were made from preferred materials	On Track	2027
65% of all non-fibers used in UGG footwear will be made from preferred materials	▪ 33.93% of all non-fibers used in UGG footwear were made from preferred materials	▪ 35.86% of all non-fibers used in UGG footwear were made from preferred materials	▪ 44.87% of all non-fibers used in UGG footwear were made from preferred materials	On Track	2027
70% of all materials used in UGG apparel, accessories, and home goods will be made from preferred materials	▪ 23.30% of all materials used in UGG apparel, accessories, and home goods were made from preferred materials	▪ 18.59% of all materials used in UGG apparel, accessories, and home goods were made from preferred materials	▪ 44.75% of all materials used in UGG apparel, accessories, and home goods were made from preferred materials	On Track	2027
Determine baseline environmental footprint for all of our product materials *(e.g., closure components, leather, midsole, outsole, packaging, sheepskin, synthetic, textiles)*, including their waste production and methods of waste disposal	▪ Engaged third-party lifecycle assessment *(LCA)* tool	▪ Tool selected and questionnaire deployed to all materials suppliers ▪ Packaging, leather, sheepskin and wool categories assessed with new LCA tool	▪ Determined the baseline environmental impact and studied the environmental footprint of all footwear, apparel, accessories, and home goods materials, including their waste production and taking into consideration methods of waste disposal, for fiscal years 2019, 2020, and 2021	Target Achieved	2021
Reduce or maintain, within 2% of baseline, the environmental impact per pair of footwear of all packaging materials used	▪ Established baseline environmental impact for packaging materials used per pair of footwear	▪ Completed LCA assessment. When comparing FY19 to FY20, UGG saw a decrease in packaging dunnage by 17.92%, decrease in GHG emissions by 16.17%, decrease in water usage by 39.52%, decrease in fossil fuel use by 4.51%, and decrease in eutrophication by 20.60%	▪ Completed LCA assessment. When comparing FY19 to FY21, UGG saw a decrease in packaging dunnage by 27.08%, decrease in GHG emissions by 31.61%, decrease in water usage by 50.84%, and a decrease in fossil fuel use by 36.97%	Target Achieved	2025
Reduce or maintain, within 2% of baseline, the environmental impact per pound of material sourced in our apparel, accessories, and home goods	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Established baseline environmental impact per pound of material sourced in UGG apparel, accessories, and home goods	On Track	2025
75% of footwear SKUs are comprised of at least 40% preferred materials	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 68.14% of footwear SKUs were comprised of at least 40% preferred materials	On Track	2030
100% of footwear SKUs are comprised of at least one preferred material	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 97.91% of footwear SKUs were comprised of at least one preferred material	On Track	2030
100% of all leather hides used in footwear will either come from recycled sources or be finished in a Leather Working Group *(LWG)*-certified tannery	▪ 99.32% of all leather hides used in footwear were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 99.32% of all leather hides used in footwear were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 99.87% of all leather hides used in footwear were sourced from LWG-certified tanneries or recycled leather, within all materials categories ▪ 100% of sheepskin used in footwear was sourced from LWG-certified tanneries	On Track	2022
100% of all leather hides used for our apparel, accessories, and home goods will either come from recycled sources or be finished in an LWG-certified tannery	▪ 99.00% of all leather hides were sourced from LWG-certified tanneries, within all material categories	▪ 99.00% of all leather hides were sourced from LWG-certified tanneries, within all material categories	▪ 97.64% of all leather hides were sourced from LWG-certified tanneries, within all material categories	On Track	2022
Trace 100% of all hides back to the country of origin, within the leather and sheepskin material categories	▪ 96.24% of all hides traced back to country of origin, within the leather and sheepskin material categories	▪ 97.30% of all hides traced to country of origin, within the leather and sheepskin material categories	▪ 100% of all hides traced to country of origin, within the leather and sheepskin material categories	Target Achieved	2021
100% of down used in our products, including products produced by UGG's licensees and agents, to be Responsible Down Standard *(RDS)*-certified	▪ 100% of down used in UGG products was RDS-certified	▪ 100% of down used in UGG products was RDS-certified	▪ 100% of down used in UGG products was RDS-certified	Target Achieved	2022
Eliminate virgin wool in UGG footwear, and to the extent that is not achievable, ensure that any virgin wool used Responsible Wool Standard *(RWS)*-certified	▪ 78.57% of wool used in UGG footwear was repurposed wool and 21.13% was virgin wool, with a commitment to either completely eliminating virgin wool in footwear or ensuring any virgin wool used is RWS-certified by 2022	▪ 98.97% of wool used in UGG footwear was repurposed wool and 1.03% was virgin wool, with a commitment to either completely eliminating virgin wool in footwear or ensuring any virgin wool used is RWS-certified by 2022	▪ 98.73% of wool used in UGG footwear was repurposed wool and 1.27% was virgin wool, with a commitment to either completely eliminating virgin wool in footwear or ensuring any virgin wool used is RWS-certified by 2022	On Track	2022

SUSTAINABLE DEVELOPMENT GOALS: UGG MATERIALS (CONTINUED)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Eliminate virgin wool in our apparel, accessories, and home goods, and to the extent that is not achievable, ensure that any virgin wool used is Responsible Wool Standard *(RWS)*-certified	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 0.83% of wool used in our apparel, accessories, and home goods was repurposed and 99.17% was virgin wool, with a commitment to either completely eliminating virgin wool in apparel, accessories, and home goods, or ensuring any virgin wool used is RWS-certified by 2025	In progress - Target achievable	2025
100% of cotton fiber used in our footwear, within all material categories, will be made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0% of cotton fiber used in our footwear, within all material categories, was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0% of cotton fiber used in our footwear, within all material categories, was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 20.94% of the cotton fibers used in our footwear were made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	On Track	2025
100% of cotton fiber used in our apparel, accessories, and home goods, in all material categories, will be made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 89.01% of the cotton fibers used in our apparel, accessories, and home goods were made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	On Track	2023
70% of all co-polyester fibers and films in our footwear to originate from post-consumer, post-industrial, or renewable resources	▪ 11.78% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 15.22% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 23.69% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	On Track	2027
50% of all co-polyester fibers and films in our apparel, accessories, and home goods to originate from post-consumer, post-industrial, or renewable resources	▪ 0.34% of all co-polyester fibers and films used in our apparel, accessories, and home goods originated from post-consumer, post-industrial or renewable resources	▪ 0.68% of all co-polyester fibers and films used in our apparel, accessories, and home goods originated from post-consumer, post-industrial or renewable resources	▪ 4.68% of all co-polyester fibers and films used in our apparel, accessories, and home goods comes originated from post-consumer, post-industrial or renewable resources	On Track	2027
Replace 100% of all faux fur with plant-based faux fur, bio-based faux fur or recycled synthetic fibers, within all material categories in our footwear products	▪ Target first conceptualized in FY21	▪ Developed first ever 100% plant-based faux fur and scrim from Forest Stewardship Council *(FSC)*-certified regenerated wood pulp, with planned introduction in FY21	▪ 16.62% of all faux fur used in UGG footwear products is made from plant-based or recycled synthetic fibers	On Track	2027
100% of timber used in our products and packaging to originate from sources that legally harvest, source, transport, and export timber. UGG will not use any timber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ 81.63% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 96.18% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 95.47% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	On Track	2026
50% of all natural rubber used in our products to originate from sources that legally harvest, source, transport, and export rubber. UGG will not use any rubber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 1.60% of all natural rubber used in our products was legally harvested, sourced, transported and exported, or contained recycled natural rubber	On Track	2026
Convert UGGpure to UGGplush	▪ First implementation of UGGplush into our footwear. UGGplush replaced our existing UGGpure technology with preferred materials, including repurposed wool, RWS wool, recycled polyester fibers and TENCEL™ lyocell	▪ 28.05% of all UGGpure technology was converted to UGGplush. This lowered our overall UGGpure/ UGGplush technology carbon impact by 25.56% per pound of material sourced	▪ 48.99% of all UGGpure technology was converted to UGGplush. This lowered our overall UGGpure/ UGGplush technology carbon impact by 32.01% per pound of material sourced	On Track	2022
Develop a vegan Classic boot	▪ Target first conceptualized in fiscal year 2022	▪ Target first conceptualized in fiscal year 2022	▪ Target first conceptualized in fiscal year 2022	On Track	2023
Develop foam free shoe	▪ Target first conceptualized in fiscal year 2022	▪ Target first conceptualized in fiscal year 2022	▪ The Neumel Natural, a SKU within the "Plant Power" collection was completely foam free and plastic free. The product is also vegan	On Track	2025

SUSTAINABLE DEVELOPMENT GOALS: UGG MATERIALS (CONTINUED)

UGG

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Utilize more preferred dye methods or implement more raw and undyed materials *(greige)* in our products	▪ Target first conceptualized in FY21	▪ Committed to sourcing reinforcement and internal components in a greige form that do not require dyeing which reduces our environmental footprint ▪ Implementing raw and undyed materials into the design of shoe when possible *(e.g., where the consumer cannot see)* ▪ Explored preferred dyeing methods and preferred/ natural pigments	▪ Started to implement greige internal reinforcements into our shoes. 16% of all UGGpure/UGGplush was sourced raw and undyed	On Track	2025
100% of all products will be designed with circular economy in mind *(e.g., reparable, resellable, upcycling, downcycling, recycling, natural degradation)*	▪ Target first conceptualized in fiscal year 2022	▪ Target first conceptualized in fiscal year 2022	▪ Launched tiered service with NuShoe, world's largest premium shoe repair company allowing consumers the opportunity to extend the life of their UGG Classic products	In progress - Target achievable	2030

SUSTAINABLE DEVELOPMENT GOALS: HOKA MATERIALS (CONTINUED)

HOKA

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
25% of all materials used in HOKA footwear will be made from preferred materials	▪ 5.13% of all materials used in HOKA footwear were made from preferred materials	▪ 4.43% of all materials used in HOKA footwear were made from preferred materials	▪ 6.11% of all materials used in HOKA footwear were made from preferred materials	On Track	2027
50% of all fibers used in HOKA footwear will be made from preferred materials	▪ 8.94% of all fibers used in HOKA footwear were made from preferred materials	▪ 3.90% of all fibers used in HOKA footwear were made from preferred materials	▪ 8.53% of all fibers used in HOKA footwear were made from preferred materials	On Track	2025
30% of all non-fibers used in HOKA footwear will be made from preferred materials	▪ 3.27% of all non-fibers used in HOKA footwear were made from preferred materials	▪ 4.75% of all non-fibers used in HOKA footwear were made from preferred materials	▪ 4.90% of all non-fibers used in HOKA footwear were made from preferred materials	On Track	2027
60% of all materials used in HOKA apparel and accessories will be made from preferred materials	▪ 1.73% of all materials used in HOKA apparel and accessories were made from preferred materials	▪ 25.88% of all materials used in HOKA apparel and accessories were made from preferred materials	▪ 46.98% of all materials used in HOKA apparel and accessories were made from preferred materials	On Track	2026
Determine baseline environmental footprint for all of our product materials (e.g., closure components, leather, midsole, outsole, packaging, sheepskin, synthetic, textiles), including their waste production and methods of waste disposal	▪ Engaged third-party lifecycle assessment *(LCA)* tool	▪ Tool selected and questionnaire deployed to all materials suppliers ▪ Packaging, leather, sheepskin and wool categories assessed with new LCA tool	▪ Determined the baseline environmental impact and studied the environmental footprint of all footwear, apparel and accessories materials, including their waste production and taking into consideration methods of waste disposal, for fiscal years 2019, 2020, and 2021	Target Achieved	2021
Reduce or maintain, within 2% of baseline, the environmental impact per pair of footwear of all packaging materials used	▪ Established baseline environmental impact for packaging materials used per pair of footwear	▪ Packaging LCA completed. When comparing FY19 to FY20, HOKA saw an increase in packaging dunnage by 2.70%, an increase in GHG emissions by 1.49%, an increase in water usage 0.85%, an increase in fossil fuel usage of 1.97%, and an increase of eutrophication of 1.94%	▪ Packaging LCA completed. When comparing FY19 to FY21, HOKA saw a increase in packaging dunnage by 1.07%, a decrease in GHG emissions by 0.35%, a decrease in water usage by 0.44%, and a decrease in fossil fuel use by 0.02% ▪ We maintained environmental impact per pair in FY21 and we aim to do the same in FY22	Target Achieved	2025
Reduce or maintain, within 2% of baseline, the environmental impact per pound of material sourced in our apparel and accessories	▪ Target first conceptualized in FY21	▪ Packaging, leather, sheepskin and wool categories assessed with new LCA tool	▪ Established baseline environmental impact per pound of material sources in our apparel and accessories	In progress - Target achievable	2025
Conduct lean manufacturing baseline study for all materials within the midsoles and outsole category	▪ Target first conceptualized in FY20	▪ Questionnaire deployed for lean manufacturing study for all midsoles and outsoles	▪ Study Completed	Target Achieved	2021

SUSTAINABLE DEVELOPMENT GOALS: HOKA MATERIALS (CONTINUED)

HOKA

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
50% of footwear SKUs are comprised of at least 40.00% preferred materials	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 22.1% of footwear SKUs were comprised of at least 40% preferred materials	On Track	2030
100% of footwear SKUs are comprised of at least one preferred material	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 90% of footwear SKUs were comprised of at least one preferred material	On Track	2030
55% of all co-polyester fibers and films in our footwear to originate from post-consumer, post-industrial, or renewable resources	▪ 16.67% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 9.32% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 11.56% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	On Track	2027
70% of all co-polyester fibers and nylon fibers and films in our apparel and accessories to originate from post-consumer, post-industrial or renewable resources	▪ 0.73% of all co-polyester fibers and nylon fibers and films in our apparel and accessories originated from post-consumer, post-industrial or renewable resources	▪ 32.63% of all co-polyester fibers and nylon fibers and films in our apparel and accessories originated from post-consumer, post-industrial or renewable resources	▪ 37.22% of all co-polyester fibers and nylon fibers and films in our apparel and accessories originated from post-consumer, post-industrial or renewable resources	On Track	2027
100% of cotton fiber used in our footwear will be made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0.00% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0.00% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 23.50% of the cotton fibers used in our footwear were made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	On Track	2025
100% of cotton fiber used in our apparel and accessories, in all material categories, will be made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 100% of the cotton fibers used in our apparel and accessories were made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	Target Achieved	2025
100% of all leather hides used in footwear will either come from recycled sources or be finished in a Leather Working Group *(LWG)*-certified tannery	▪ 100% of all leather hides used in footwear were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 100% of all leather hides used in footwear were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 100% of all leather hides used in footwear were sourced from LWG-certified tanneries or recycled leather, within all materials categories	Target Achieved	2022
Trace 100% of all hides back to the country of origin, within the leather and sheepskin material categories	▪ 96.24% of all hides traced back to country of origin, within the leather and sheepskin material categories	▪ 97.30% of all hides traced to country of origin, within the leather and sheepskin material categories	▪ 100% of all hides traced to country of origin, within the leather and sheepskin material categories	Target Achieved	2021
Eliminate virgin wool in HOKA footwear, and to the extent that is not achievable, ensure that any virgin wool used Responsible Wool Standard *(RWS)*-certified	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 0.01% of our total fiber usage is virgin wool, with a commitment to ensure any virgin wool is RWS-certified by 2022	In progress - Target achievable	2022
Eliminate virgin wool in HOKA apparel and accessories, and to the extent that is not achievable, ensure that any virgin wool used Responsible Wool Standard *(RWS)*-certified	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 2.7% of our total fiber usage is virgin wool, with a commitment to ensure any virgin wool is RWS-certified by 2025	In progress - Target achievable	2025
100% of timber used in our products and packaging to originate from sources that legally harvest, source, transport, and export timber. HOKA will not use any timber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ 81.63% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 96.18% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 95.47% of all timber products used in our products were FSC certified or contained post-consumer recycled content and/or pre-consumer recycled content	On Track	2026
50% of all natural rubber used in our products to originate from sources that legally harvest, source, transport, and export rubber. HOKA will not use any rubber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	On Track	2026
100% of all products will be designed with circular economy in mind *(e.g., reparable, resellable, upcycling, downcycling, recycling, natural degradation)*	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Began exploring re-sale opportunities to extend the life of HOKA product. Opportunity would allow consumers to re-sell gently worn HOKA product allowing a new consumer to enjoy. Anticipate launching project in fiscal year 2022	In progress - Target achievable	2030

SUSTAINABLE DEVELOPMENT GOALS: TEVA MATERIALS (CONTINUED)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
45% of all materials used in Teva footwear will be made from preferred materials	▪ 9.62% of all materials used in Teva footwear were made from preferred materials	▪ 15.56% of all materials used in Teva footwear were made from preferred materials	▪ 17.12% of all materials used in Teva footwear were made from preferred materials	On Track	2027
75% of all fibers used in Teva footwear will be made from preferred materials	▪ 11.52% of all fibers used in Teva footwear were made from preferred materials	▪ 44.05% of all fibers used in Teva footwear were made from preferred materials	▪ 57.81% of all fibers used in Teva footwear were made from preferred materials	On Track	2027
40% of all non-fibers used in Teva footwear will be made from preferred materials	▪ 9.17% of all non-fibers used in Teva footwear were made from preferred materials	▪ 8.69% of all non-fibers used in Teva footwear were made from preferred materials	▪ 8.10% of all non-fibers used in Teva footwear were made from preferred materials	On Track	2027
Determine baseline environmental footprint for all of our product materials (e.g., closure components, leather, midsole, outsole, packaging, sheepskin, synthetic, textiles), including their waste production and methods of waste disposal	▪ Engaged third-party lifecycle assessment *(LCA)* tool	▪ Tool selected and questionnaire deployed to all materials suppliers ▪ Packaging, leather, sheepskin and wool categories assessed with new LCA tool	▪ Determined the baseline environmental impact and studied the environmental footprint of all footwear, apparel and accessories materials, including their waste production and taking into consideration methods of waste disposal, for fiscal years 2019, 2020, and 2021	Target Achieved	2021
Reduce or maintain, within 2% of baseline, the environmental impact per pair of footwear of all packaging materials used	▪ Established baseline environmental impact for packaging materials used per pair of footwear.	▪ Packaging LCA completed. When comparing FY19 to FY20, Teva saw a decrease in packaging dunnage by 25.70%, a decrease in GHG emissions by 26.38%, a decrease in water usage by 29.06%, a decrease in fossil fuel use by 26.45%, and a decrease in eutrophication by 24.76%	▪ Packaging LCA completed. When comparing FY19 to FY21, Teva saw an decrease in packaging dunnage by 21.73%, a decrease in GHG emissions by 28.49%, a decrease in water usage by 35.23%, and a decrease in fossil fuel use by 27.79%	On Track	2025
Conduct lean manufacturing baseline study for all materials within the midsoles and outsole category	▪ Target first conceptualized in FY20	▪ Questionnaire deployed for lean manufacturing study for all midsoles and outsoles	▪ Study Completed	Target Achieved	2021
50% of footwear SKUs are comprised of at least 20% preferred materials	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 36.15% of footwear SKUs were comprised of at least 20.00% preferred materials	On Track	2030
100% of footwear SKUs are comprised of at least one preferred material	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 94.14% of footwear SKUs were comprised of at least one preferred material	On Track	2030
Utilize UNIFI REPREVE rPET in all iconic straps	▪ Teva recognized on Textile Exchange Leader Board for use of rPET	▪ 100% of Teva's iconic polyester straps were made from UNIFI REPREVE rPET	▪ Target achieved in FY20 and maintained in FY21	Target Achieved	2022
85% of all co-polyester fibers and films in our footwear to originate from post-consumer, post-industrial, or renewable resources	▪ 19.31% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 63.25% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 70.12% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	On Track	2027
100% of cotton fiber used in our footwear will be made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0.00% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0.00% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 92.17% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	On Track	2025
100% of all leather hides used in footwear will either come from recycled sources or be finished in a Leather Working Group *(LWG)*-certified tannery	▪ 62.40% of all leather hides used in footwear were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 69.15% of all leather hides used in footwear were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 98.68% of all leather hides used in footwear were sourced from LWG-certified tanneries or recycled leather, within all materials categories	On Track	2022
Trace 100% of all hides back to the country of origin, within the leather and sheepskin material categories	▪ 96.24% of all hides traced back to country of origin, within the leather and sheepskin material categories	▪ 97.30% of all hides traced to country of origin, within the leather and sheepskin material categories	▪ 100% of all hides traced to country of origin, within the leather and sheepskin material categories	Target Achieved	2021
Eliminate virgin wool in Teva footwear, and to the extent that is not achievable, ensure that any virgin wool used Responsible Wool Standard *(RWS)*-certified	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 100% of wool used in Teva footwear was repurposed wool	Target Achieved	2022

SUSTAINABLE DEVELOPMENT GOALS: TEVA MATERIALS (CONTINUED)

Teva

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
100% of timber used in our products and packaging to originate from sources that legally harvest, source, transport, and export timber. Teva will not use any timber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ 81.63% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 96.18% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 95.47% of all timber products used in our products were FSC certified or contained post-consumer recycled content and/or pre-consumer recycled content	On Track	2026
50% of all natural rubber used in our products to originate from sources that legally harvest, source, transport, and export rubber. Teva will not use any rubber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 2.22% of all natural rubber used in our products was legally harvested, sourced, transported and exported, or contained recycled natural rubber	On Track	2026
100% of all products will be designed with circular economy in mind *(e.g., reparable, resellable, upcycling, downcycling, recycling, natural degradation)*	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Launched downcycling project with TerraCycle, pursuant to which TEVA sandal outsoles are downcycled into various projects, including playgrounds and asphalt, and uppers are diverted from landfills	On Track	2030

SUSTAINABLE DEVELOPMENT GOALS: SANUK MATERIALS (CONTINUED)

Sanük

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
55% of all materials used in Sanuk footwear will be made from preferred materials	▪ 9.62% of all materials used in Sanuk footwear were made from preferred materials	▪ 15.56% of all materials used in Sanuk footwear were made from preferred materials	▪ 35.69% of all materials used in Sanuk footwear were made from preferred materials	On Track	2027
75% of all fibers used in Sanuk footwear will be made from preferred materials	▪ 10.79% of all fibers used in Sanuk footwear were made from preferred materials	▪ 14.24% of all fibers used in Sanuk footwear were made from preferred materials	▪ 37.26% of all fibers used in Sanuk footwear were made from preferred materials	On Track	2027
50% of all non-fibers used in Sanuk footwear will be made from preferred materials	▪ 9.30% of all non-fibers used in Sanuk footwear uses of recycled, repurposed, regenerated *(plant-based)*, renewable *(bio-based)*, or certified/ preferred natural non-fibers	▪ 29.24% of all non-fibers used in Sanuk footwear uses of recycled, repurposed, regenerated *(plant-based)*, renewable *(bio-based)*, or certified/ preferred natural non-fibers	▪ 35.39% of all non-fibers used in Sanuk footwear uses of recycled, repurposed, regenerated *(plant-based)*, renewable *(bio-based)*, or certified/ preferred natural non-fibers	On Track	2027
Determine baseline environmental footprint for all of our product materials (e.g., closure components, leather, midsole, outsole, packaging, sheepskin, synthetic, textiles), including their waste production and methods of waste disposal	▪ Engaged third-party lifecycle assessment *(LCA)* tool	▪ Tool selected and questionnaire deployed to all materials suppliers ▪ Packaging, leather, sheepskin and wool categories assessed with new LCA tool	▪ Determined the baseline environmental impact and studied the environmental footprint of all footwear, apparel and accessories materials, including their waste production and taking into consideration methods of waste disposal, for fiscal years 2019, 2020, and 2021	Target Achieved	2021
Reduce or maintain, within 2% of baseline, the environmental impact per pair of footwear of all packaging materials used	▪ Established baseline environmental impact for packaging materials used per pair of footwear.	▪ Packaging LCA completed. When comparing FY19 to FY20, Sanuk saw a decrease in packaging dunnage by 6.38%, a decrease in GHG emissions by 44.50%, a decrease in water usage reduction by 41.80%, a decrease in fossil fuel use by 45.24%, and a decrease in eutrophication by 51.43%	▪ Packaging LCA completed. When comparing FY19 to FY21, Sanuk saw an increase in packaging dunnage by 0.15%, a decrease in GHG emissions by 38.52%, a decrease in water usage by 31.18%, and a decrease in fossil fuel usage of 45.24%	On Track	2025
Conduct lean manufacturing baseline study for all materials within the midsoles and outsole category	▪ Target first conceptualized in FY20	▪ Questionnaire deployed for lean manufacturing study for all midsoles and outsoles	▪ Study Completed	On Track	2021
70% of footwear SKUs are comprised of at least 40% preferred materials	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 61.46% of footwear SKUs were comprised of at least 40.00% preferred materials	On Track	2030
100% of footwear SKUs are comprised of at least one preferred material	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 99.38% of footwear SKUs were comprised of at least one preferred material	On Track	2025

SUSTAINABLE DEVELOPMENT GOALS: SANUK MATERIALS (CONTINUED)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
90% of all plant-based fibers will be made from preferred materials	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 61.28% of all plant based fibers were made from preferred materials	In progress - Target achievable	2025
100% of cotton fiber used in our footwear will be made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ Committed to not sourcing cotton from countries or locations which support forced labor	▪ No cotton sourced from countries known to practice forced labor ▪ 11.10% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 53.10% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	On Track	2027
100% of all leather hides used in footwear will either come from recycled sources or be finished in a Leather Working Group *(LWG)*-certified tannery	▪ 100% of all leather hides were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 100% of all leather hides were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 100% of all leather hides were sourced from LWG-certified tanneries or recycled leather, within all materials categories	On Track	2022
Trace 100% of all hides back to the country of origin, within the leather and sheepskin material categories	▪ 96.24% of all hides traced back to country of origin, within the leather and sheepskin material categories	▪ 97.30% of all hides traced to country of origin, within the leather and sheepskin material categories	▪ 100% of all hides traced to country of origin, within the leather and sheepskin material categories	Target Achieved	2021
Eliminate virgin wool in Sanuk footwear, and to the extent that is not achievable, ensure that any virgin wool used Responsible Wool Standard *(RWS)*-certified	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Of all fibers, used 0.52% were wool. Of this wool, 11.96% was repurposed and 88.03% is virgin, with a commitment to ensure it is RWS-certified by 2022	On Track	2022
100% of timber used in our products and packaging to originate from sources that legally harvest, source, transport, and export timber. Sanuk will not use any timber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ 81.63% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 96.18% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 95.47% of all timber products used in our products were FSC certified or contained post-consumer recycled content and/or pre-consumer recycled content	On Track	2026
50% of all natural rubber used in our products to originate from sources that legally harvest, source, transport, and export rubber. Sanuk will not use any rubber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 14.14% of all natural rubber used in our products was legally harvested, sourced, transported and exported, or contained recycled natural rubber	On Track	2026
100% of all products will be designed with circular economy in mind *(e.g., reparable, resellable, upcycling, downcycling, recycling, natural degradation)*	▪ Target first conceptualized in fiscal year 2022	▪ Target first conceptualized in fiscal year 2022	▪ Target established	In progress - Target achievable	2030

SUSTAINABLE DEVELOPMENT GOALS: KOOLABURRA MATERIALS (CONTINUED)

TARGETS	TFY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	
50% of all materials used in Koolaburra footwear will be made from preferred materials	▪ 39.96% of all materials used in Koolaburra footwear were made from preferred materials	▪ 38.31% of all materials used in Koolaburra footwear were made from preferred materials	▪ 39.44% of all materials used in Koolaburra footwear were made from preferred materials	On Track	2027
30% of all fibers used in Koolaburra footwear will be made from preferred materials	▪ 3.13% of all fibers used in Koolaburra footwear were made from preferred materials	▪ 3.52% of all fibers used in Koolaburra footwear were made from preferred materials	▪ 5.79% of all fibers used in Koolaburra footwear were made from preferred materials	On Track	2027

SUSTAINABLE DEVELOPMENT GOALS: KOOLABURRA MATERIALS (CONTINUED)

TARGETS	TFY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	
60% of all non-fibers used in Koolaburra footwear will be made from preferred materials	▪ 51.41% of all non-fibers used in Koolaburra footwear were made from preferred materials	▪ 55.18% of all non-fibers used in Koolaburra footwear were made from preferred materials	▪ 47.12% of all non-fibers used in Koolaburra footwear were made from preferred materials	On Track	2027
Determine baseline environmental footprint for all of our product materials (e.g., closure components, leather, midsole, outsole, packaging, sheepskin, synthetic, textiles), including their waste production and methods of waste disposal	▪ Engaged third-party lifecycle assessment *(LCA)* tool	▪ Tool selected and questionnaire deployed to all materials suppliers ▪ Packaging, leather, sheepskin and wool categories assessed with new LCA tool	▪ Determined the baseline environmental impact and studied the environmental footprint of all footwear, apparel and accessories materials, including their waste production and taking into consideration methods of waste disposal, for fiscal years 2019, 2020, and 2021	Target Achieved	2021
Reduce or maintain, within 2% of baseline, the environmental impact per pair of footwear of all packaging materials used	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Established baseline environmental impact for packaging materials used per pair of footwear	On Track	2025
Conduct lean manufacturing baseline study for all materials within the midsoles and outsole category	▪ Target first conceptualized in FY21	▪ Questionnaire deployed for lean manufacturing study for all midsoles and outsoles	▪ Study Completed	Target Achieved	2021
60% of footwear SKUs are comprised of at least 30% preferred materials	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 47.83% of footwear SKUs were comprised of at least 30.00% preferred materials	On Track	2030
100% of footwear SKUs are comprised of at least one preferred material	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 94.86% of footwear SKUs are comprised of at least one preferred material	On Track	2030
100% of all leather hides used in footwear will either come from recycled sources or be finished in a Leather Working Group *(LWG)*-certified tannery	▪ 87.35% of all leather hides were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 99.94% of all leather hides were sourced from LWG-certified tanneries or recycled leather, within all materials categories	▪ 99.97% of all leather hides were sourced from LWG-certified tanneries or recycled leather, within all materials categories	On Track	2022
Trace 100% of all hides back to the country of origin, within the leather and sheepskin material categories	▪ 96.24% of all hides traced back to country of origin, within the leather and sheepskin material categories	▪ 97.30% of all hides traced to country of origin, within the leather and sheepskin material categories	▪ 100% of all hides traced to country of origin, within the leather and sheepskin material categories	On Track	2021
Eliminate virgin wool in Koolaburra footwear, and to the extent that is not achievable, ensure that any virgin wool used Responsible Wool Standard *(RWS)*-certified	▪ No wool used	▪ No wool used	▪ 100% of wool used in Koolaburra footwear was repurposed wool	On Track	2022
Replace 30% of all faux fur with plant-based faux fur, bio-based faux fur or recycled synthetic fibers, within all material categories in our footwear products	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Target established	On Track	2027
100% of cotton fiber used in our footwear will be made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0.00% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0.00% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	▪ 0.00% of cotton fiber used in our footwear was made from recycled cotton fibers or sourced from farms that utilize sustainable crop growing practices	In progress - Target achievable	2025
30% of all co-polyester fibers and films in our footwear to originate from post-consumer, post-industrial, or renewable resources	▪ 2.25% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 4.3% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	▪ 10.05% of all co-polyester fibers and films used in our footwear originated from post-consumer, post-industrial or renewable resources	On Track	2027
100% of timber used in our products and packaging to originate from sources that legally harvest, source, transport, and export timber. Koolaburra will not use any timber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ 81.63% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 96.18% of all timber products used in our products were FSC-certified or contained post-consumer recycled content and/or pre-consumer recycled content	▪ 95.47% of all timber products used in our products were FSC certified or contained post-consumer recycled content and/or pre-consumer recycled content	On Track	2026

SUSTAINABLE DEVELOPMENT GOALS: KOOLABURRA MATERIALS (CONTINUED)

TARGETS	TFY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	
50% of all natural rubber used in our products to originate from sources that legally harvest, source, transport, and export rubber. Koolaburra will not use any rubber that originates from tree plantations that were established after 1994 through conversion or simplification of natural forests	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Target established	On Track	2026
100% of all products will be designed with circular economy in mind *(e.g., reparable, resellable, upcycling, downcycling, recycling, natural degradation)*	▪ Target first conceptualized in fiscal year 2022	▪ Target first conceptualized in fiscal year 2022	▪ Target established	In progress - Target achievable	2030

FY21 ACHIEVEMENTS MADE TOWARD OUR SUSTAINABLE DEVELOPMENT GOALS

CREATING CHANGE: JOURNEY TO REGENERATIVE (CONTINUED)

WASTE

SUSTAINABLY REDUCE WASTE GENERATED AT OUR FACILITIES AND PARTNER FACILITIES THROUGH REFUSE, REDUCTION, RECYCLING, AND REUSE

SUSTAINABLE DEVELOPMENT GOALS: DECKERS BRANDS WASTE GENERATION

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Reduce waste generation among employees and brand teams at our corporate headquarters	▪ Eliminated paper cups and compostable utensils at corporate headquarters ▪ Digitization of product creation to reduce product sample creation and waste. ▪ Launched Sanuk virtual brand conference ▪ Filmed video series highlighting headquarters and distribution center waste mitigation efforts	▪ Eliminated most single use plastic at corporate office locations and retail stores ▪ Teva team saw a 50% reduction in product sample creation through use of digitization technology ▪ Sanuk continues virtual brand conferences ▪ All brands holding virtual brand conferences in FY21	▪ Maintained corporate headquarters single-use plastic elimination ▪ Corporate headquarters closed FY21 as employees worked from home ▪ APAC offices eliminated 17,964 plastic bottles and worked with 7 supply chain partners to eliminate 51,335 plastic bottles ▪ Continued utilization of 3D technology product renderings and samples	On Track	2027
Determine baseline of the approximate amount of waste produced at the footwear and packaging level by measuring the difference between the total weight of all inputs and subtracting the weight of the finished pair of shoes	▪ Target first conceptualized in FY21	▪ Target established	▪ Target achieved	Target achieved	2022
Conduct lean manufacturing baseline study for all materials within the midsoles and outsole category *(Tier 2)*	▪ Target first conceptualized in FY21	▪ Questionnaire deployed for lean manufacturing study for all midsoles and outsoles regarding loss in production and defect rate	▪ Questionnaire was completed and the study is on track	On Track	2021
Increase the number of 'Monitored' Tier 1 and Tier 2 partners year over year and record waste produced for each partner	▪ Monitored the waste generation of: 13 Tier 1 supply chain partners, 12 Tier 2 suppliers, 6 Bottom units, and 6 tannery facilities	▪ Increased monitored Tier 1 facilities to 14 supply chain partners and saw a 7.72% waste reduction per pair. Increase monitored Tier 2 suppliers to 17 *(8 bottom unit and 9 tannery facilities)*. The bottom unit facilities saw a 61.73% reduction in waste and the tanneries saw a 29.43% reduction in waste	▪ Monitored waste generation among 14 Tier 1 partners, 8 Tier 2 bottom suppliers and 9 Tier 2 tanneries unfortunately saw increases per pair at all levels	Of Concern	2027
Using UGG's FY21 data, determine baseline for waste produced for UGG apparel, accessories, and home goods materials at the finished material creation level and set reduction targets in FY22	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established. The next steps are to set reduction targets and communicate them in FY22	On Track	2022
Using Hoka's Hoka FY21 data, determine baseline for waste produced for Hoka apparel and accessories at the finished material creation level and set reduction targets in FY22	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established. The next steps are to set reduction targets and communicate them in FY22	On Track	2022

SUSTAINABLE DEVELOPMENT GOALS: UGG (TIER 1 & TIER 2 WASTE GENERATION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
UGG Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 35% Waste Reduction Per Pair	▪ Baseline established	▪ Reduced Midsole & Outsole waste by 11.12% per pair FY19	▪ Reduced Midsole & Outsole waste by 11.95% per pair from FY19	On Track	2030
UGG Footwear Leather Waste Reduction Targets *(Tier 1)*: 25% Waste Reduction per square ft. per pair of leather used in production	▪ Baseline established	▪ Reduced Leather waste by 9.30%% per square ft per pair of leather used in production	▪ Reduced Leather waste by 20.67% per square ft of leather used in production	On Track	2030
UGG Footwear Sheepskin Waste Reduction Targets *(Tier 1)*: 15% Waste Reduction per square ft. per pair of sheepskin used in production	▪ Baseline established	▪ Increased Sheepskin waste by 1.83% per square ft per pair of sheepskin used in production	▪ Reduced Sheepskin waste by 5.04% per square ft per pair of sheepskin used in production	On Track	2030
UGG Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	▪ Baseline established	▪ Maintain Packaging Waste within 2% *(Target Achieved)*	▪ Maintain Packaging Waste within 2% *(Target Achieved)*	Target Achieved	2030
UGG Apparel, accessories, and Home Goods Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established	New	2030
UGG Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 20% waste reduction per pair	▪ Baseline established	▪ Footwear: Increased Textile waste by 4.55% per pair from FY19	▪ Footwear: Reduced Textile waste by 7.10% per pair from FY19	On Track	2030
UGG Apparel, accessories, and Home Goods Textile Waste Reduction Targets *(Tier 1 and 2)*: Textile 20% waste reduction per pair	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established	New	2030

SUSTAINABLE DEVELOPMENT GOALS: HOKA (TIER 1 & TIER 2 WASTE GENERATION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Hoka Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 25% Waste Reduction Per Pair	▪ Baseline established	▪ Reduced Midsole & Outsole waste by 17.96% per pair from FY19	▪ Reduced Midsole & Outsole waste by 10.26% per pair from FY19	On Track	2030
Hoka Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	▪ Baseline established	▪ Maintain Packaging Waste within 2% *(Target Achieved)*	▪ Maintain Packaging Waste within 2% *(Target Achieved)*	Target Achieved	2030
Hoka Apparel and accessories, Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established	New	2030
Hoka Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 30% waste reduction per pair	▪ Footwear: baseline established	▪ Footwear: Increased Textile waste by 28.16% per pair from FY19	▪ Footwear: Reduced Textile waste by 15.62% per pair from FY19	On Track	2030
Hoka Apparel and accessories, Textile Waste Reduction Targets *(Tier 1 and 2)*: Textile 20% waste reduction per pair	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established	New	2030

SUSTAINABLE DEVELOPMENT GOALS: TEVA (TIER 2 WASTE GENERATION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Teva Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 40% Waste Reduction Per Pair	▪ Baseline established	▪ Reduced Midsole & Outsole waste by 18.26% per pair from FY19	▪ Reduced Midsole & Outsole waste by 21.38% per pair from FY19	On Track	2030
Teva Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	▪ Baseline established	▪ Maintain Packaging Waste within 2% *(Target Achieved)*	▪ Maintain Packaging Waste within 2% *(Target Achieved)*	Target Achieved	2030
Teva Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 15% waste reduction per pair	▪ Baseline established	▪ Footwear: Decreased Textile waste by 1.60% per pair from FY19	▪ Footwear: Increased Textile waste by 2.87% per pair from FY19	Of Concern	2030

SUSTAINABLE DEVELOPMENT GOALS: SANUK (TIER 2 WASTE GENERATION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Sanuk Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 30% Waste Reduction Per Pair	▪ Baseline established	▪ Reduced Midsole & Outsole waste by 23.39% per pair from FY19	▪ Reduced Midsole & Outsole waste by 18.10% per pair from FY19	On Track	2030
Sanuk Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	▪ Baseline established	▪ Maintain Packaging Waste within 2% *(Target Achieved)*	▪ Maintain Packaging Waste within 2% *(Target Achieved)*	Target Achieved	2030
Sanuk Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 20% waste reduction per pair	▪ Baseline established	▪ Footwear: Increased Textile waste by 19.39% per pair from FY19	▪ Footwear: Decreased Textile waste by 5.47% per pair from FY19	On Track	2030

SUSTAINABLE DEVELOPMENT GOALS: KOOLABURRA (TIER 2 WASTE GENERATION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Koolaburra Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 25% Waste Reduction Per Pair	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established	On Track	2030
Koolaburra Footwear Leather Waste Reduction Targets *(Tier 1)*: 18% Waste Reduction per square ft. per pair of leather used in production	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established	On Track	2030
Koolaburra Footwear Sheepskin Waste Reduction Targets *(Tier 1)*: 12% Waste Reduction per square ft. per pair of sheepskin used in production	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established	On Track	2030
Koolaburra Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established	On Track	2030
Koolaburra Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 20% waste reduction per pair	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline established	On Track	2030

FY21 ACHIEVEMENTS MADE TOWARD OUR SUSTAINABLE DEVELOPMENT GOALS

CREATING CHANGE: JOURNEY TO REGENERATIVE (CONTINUED)

WASTE

SUSTAINABLY REDUCE WASTE GENERATED AT OUR FACILITIES AND PARTNER FACILITIES THROUGH REDUCTION, RECYCLING, AND REUSE

SUSTAINABLE DEVELOPMENT GOALS: WASTE DIVERSION

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Increase the number of monitored Tier 1 and Tier 2 partners year over year and set waste diversion targets	▪ Monitored 13 Tier 1 supply chain partners' waste and set initial waste diversion rate targets of 30%	▪ Monitored 14 Tier 1 supply chain partners waste and saw a 27.44% waste diversion rate with a goal to increase this diversion rate by 10% in FY21	▪ Monitored 14 Tier 1 supply chain partners waste and saw a 34% waste diversion rate with a goal to increase this diversion rate by 10% in FY22 ▪ All Tier 2 supply chain partners waste diversion included as part of our LCA outreach	New	2027

SUSTAINABLE DEVELOPMENT GOALS: UGG (TIER 2 WASTE DIVERSION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
UGG Footwear Midsole/Outsole Waste Diversion Targets *(Tier 2)*: 70% Preferred Waste Diversion	▪ 8.37% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 11.97% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 11.99% of Midsole/Outsole Waste produced was diverted in a preferred method	On Track	2030
UGG Footwear Packaging Waste Diversion Targets *(Tier 2)*: 99% Preferred Waste Diversion	▪ 82.48% of Packaging Waste produced was diverted in a preferred method	▪ 97.41% of Packaging Waste produced was diverted in a preferred method	▪ 99.47% of Packaging Waste produced was diverted in a preferred method	Target Achieved	2030
UGG Apparel, accessories, and Home Goods Packaging Waste Diversion Targets *(Tier 2)*: 95% Preferred Waste Diversion	▪ 16.92% of Packaging Waste produced was diverted in a preferred method	▪ 83.08% of Packaging Waste produced was diverted in a preferred method	▪ 92.06% of Packaging Waste produced was diverted in a preferred method	On Track	2030
UGG Footwear Textile Waste Diversion Targets *(Tier 2)*: 80% Preferred Waste Diversion	▪ 69.51% of Textile Waste produced was diverted in a preferred method	▪ 69.68% of Textile Waste produced was diverted in a preferred method	▪ 79.46% of Textile Waste produced was diverted in a preferred method	On Track	2030
UGG Apparel, Accessories, and Home Goods Textile Waste Diversion Targets *(Tier 2)*: 85% Preferred Waste Diversion	▪ 69.54% of Textile Waste produced was diverted in a preferred method	▪ 84.96% of Textile Waste produced was diverted in a preferred method	▪ 64.26% of Textile Waste produced was diverted in a preferred method	On Track	2030
UGG Footwear Packaging Availability to Recycle Target: 80-85% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	▪ 70.9% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	▪ 72.0% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	▪ 73.80% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	On Track	2030

SUSTAINABLE DEVELOPMENT GOALS: UGG (TIER 2 WASTE DIVERSION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
UGG Apparel, Accessories, and Home Goods Packaging Availability to Recycle Target: 75-80% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 67.3% of all apparel, accessories and home goods packaging has the availability to be recycled via the EPA Recycling Standards	On Track	2030

SUSTAINABLE DEVELOPMENT GOALS: HOKA (TIER 2 WASTE DIVERSION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Hoka Footwear Midsole/Outsole Waste Diversion Targets *(Tier 2)*: 60% Preferred Waste Diversion	▪ 22.64% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 21.47% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 30.55% of Midsole/Outsole Waste produced was diverted in a preferred method	On Track	2030
Hoka Footwear Packaging Waste Diversion Targets *(Tier 2)*: 99% Preferred Waste Diversion	▪ 91.61% of Packaging Waste produced was diverted in a preferred method	▪ 99.90% of Packaging Waste produced was diverted in a preferred method	▪ 99.96% of Packaging Waste produced was diverted in a preferred method	Target Achieved	2030
Hoka Apparel and accessories, Packaging Waste Diversion Targets *(Tier 2)*: 95% Preferred Waste Diversion	▪ 21.47% of Packaging Waste produced was diverted in a preferred method	▪ 99.65% of Packaging Waste produced was diverted in a preferred method	▪ 97.13% of Packaging Waste produced was diverted in a preferred method	Target Achieved	2030
Hoka Footwear Textile Waste Diversion Targets *(Tier 2)*: 90% Preferred Waste Diversion	▪ 91.37% of Textile Waste produced was diverted in a preferred method	▪ 87.59% of Textile Waste produced was diverted in a preferred method	▪ 94.22% of Textile Waste produced was diverted in a preferred method	Target Achieved	2030
Hoka Apparel and Accessories, Textile Waste Diversion Targets *(Tier 2)*: 90% Preferred Waste Diversion	▪ 2.02% of Textile Waste produced was diverted in a preferred method	▪ 65.82% of Textile Waste produced was diverted in a preferred method	▪ 72.02% of Textile Waste produced was diverted in a preferred method	On Track	2030
Hoka Footwear Packaging Availability to Recycle Target: 75-85% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	▪ 78.8% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	▪ 80.6% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	▪ 79.0% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	Target Achieved	2030
Hoka Apparel and Accessories, Packaging Availability to Recycle Target: 55-65% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 33.9% of all apparel and accessories packaging has the availability to be recycled via the EPA Recycling Standards	On Track	2030

SUSTAINABLE DEVELOPMENT GOALS: TEVA (TIER 2 WASTE DIVERSION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Teva Footwear Midsole/Outsole Waste Diversion Targets *(Tier 2)*: 80% Preferred Waste Diversion	▪ 16.05% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 26.80% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 32.17% of Midsole/Outsole Waste produced was diverted in a preferred method	On Track	2030
Teva Footwear Packaging Waste Diversion Targets *(Tier 2)*: 99% Preferred Waste Diversion	▪ 90.23% of Packaging Waste produced was diverted in a preferred method	▪ 94.91% of Packaging Waste produced was diverted in a preferred method	▪ 99.52% of Packaging Waste produced was diverted in a preferred method	Target Achieved	2030
Teva Footwear Textile Waste Diversion Targets *(Tier 2)*: 80% Preferred Waste Diversion	▪ 67.07% of Textile Waste produced was diverted in a preferred method	▪ 71.10% of Textile Waste produced was diverted in a preferred method	▪ 71.35% of Textile Waste produced was diverted in a preferred method	On Track	2030

SUSTAINABLE DEVELOPMENT GOALS: TEVA (TIER 2 WASTE DIVERSION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Teva Footwear Packaging Availability to Recycle Target: 80-85% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	▪ 80.3% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	▪ 81.2% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	▪ 83.3% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	Target Achieved	2030

SUSTAINABLE DEVELOPMENT GOALS: SANUK (TIER 2 WASTE DIVERSION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Sanuk Footwear Midsole/Outsole Waste Diversion Targets *(Tier 2)*: 75% Preferred Waste Diversion	▪ 10.90% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 38.52% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 49.72% of Midsole/Outsole Waste produced was diverted in a preferred method	On Track	2030
Sanuk Footwear Packaging Waste Diversion Targets *(Tier 2)*: 99% Preferred Waste Diversion	▪ 84.29% of Packaging Waste produced was diverted in a preferred method	▪ 97.61% of Packaging Waste produced was diverted in a preferred method	▪ 98.31% of Packaging Waste produced was diverted in a preferred method	On Track	2030
Sanuk Footwear Textile Waste Diversion Targets *(Tier 2)*: 70% Preferred Waste Diversion	▪ 33.70% of Textile Waste produced was diverted in a preferred method	▪ 28.29% of Textile Waste produced was diverted in a preferred method	▪ 41.87% of Textile Waste produced was diverted in a preferred method	On Track	2030
Sanuk Footwear Packaging Availability to Recycle Target: 70-75% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	▪ 69.5% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	▪ 65.7% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	▪ 67.7% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	On Track	2030

SUSTAINABLE DEVELOPMENT GOALS: KOOLABURRA (TIER 2 WASTE DIVERSION TARGETS)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Koolaburra Footwear Midsole/Outsole Waste Diversion Targets *(Tier 2)*: 60% Preferred Waste Diversion	▪ 0% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 0% of Midsole/Outsole Waste produced was diverted in a preferred method	▪ 0.46% of Midsole/Outsole Waste produced was diverted in a preferred method	On Track	2030
Koolaburra Footwear Packaging Waste Diversion Targets *(Tier 2)*: 99% Preferred Waste Diversion	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 98.43% of Packaging Waste produced was diverted in a preferred method	On Track	2030
Koolaburra Footwear Textile Waste Diversion Targets *(Tier 2)*: 50% Preferred Waste Diversion	▪ 23.77% of Textile Waste produced was diverted in a preferred method	▪ 3.33% of Textile Waste produced was diverted in a preferred method.	▪ 12.06% of Textile Waste produced was diverted in a preferred method	On Track	2030
Koolaburra Footwear Packaging Availability to Recycle Target: 75-85% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ 72.2% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	On Track	2030

FY21 ACHIEVEMENTS MADE TOWARD OUR SUSTAINABLE DEVELOPMENT GOALS

CREATING CHANGE: JOURNEY TO REGENERATIVE (CONTINUED)

WATER

REDUCE WATER CONSUMPTION AND IMPROVE WATER QUALITY THROUGHOUT OUR OPERATIONS AND THE COMMUNITIES IN WHICH WE OPERATE

SUSTAINABLE DEVELOPMENT GOALS: WATER

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Conduct study on water practices for all Tier 1 and top Tier 2 suppliers and ensure these partners are applying industry best practices on water treatment and usage	▪ 5.4% reduction in water usage at Tier 1 level achieved	▪ 4% reduction in water usage at the Tier 1 level achieved ▪ Tier 2 baseline set and target to reduce water usage at Tier 2 level by FY22 adopted	▪ Monitored 14 Tier 1 partners, 7 Tier 2 bottom suppliers and 8 Tier 2 tanneries ▪ Saw a 28% reduction at Tier 1, a 21% increase at Tier 2 bottom suppliers, a 11% decrease at Tier 2 category C tanneries, a 16% increase at Tier 2 category D tanneries, and a 26% decrease at Tier 2 category F tanneries	On Track	2022
Sanuk to continue utilizing charitable contribution spend by supporting water related conservation efforts	▪ Sanuk supported Surfrider Foundation, an organization dedicated to the protection and enjoyment of the world's ocean waves and beaches--for all people--through a powerful activist network	▪ Sanuk supported the Surfrider Foundation and the Fish Reef Project	▪ Sanuk continued to support the Surfrider Foundation	On Track	2027
Host an annual beach cleanup in one of the communities in which we operate	▪ Target set and communicated	▪ APAC team hosted a beach cleanup in Vietnam during supplier summit	▪ Shifted APAC volunteer efforts in FY21 to COVID relief efforts. Plan to conduct an annual beach cleanup in FY22	On Track	2027
Ensure best in class water mitigation efforts at corporate headquarters location	▪ Low flow fixtures that save 350,000 gallons of water each year ▪ Filmed video series highlighting headquarters and distribution center waste mitigation efforts ▪ Drought tolerant landscaping and use of culvert system where rainfall is collected and put into the wetland restoration area that surrounds our campus	▪ Target maintained	▪ Target maintained	Target Maintained	2020
Headquarters Water Consumption Monitoring	▪ Water HQ *(units in 100 Cubic Feet)* Fiscal 2019 - 4,815	▪ Water HQ *(units in 100 Cubic Feet)* Fiscal 2020 - 4,169	▪ Water HQ *(units in 100 Cubic Feet)* Fiscal 2021 - 4,656	Monitoring Target	2030
Baseline footwear materials water usage at the finished material creation level and set reduction targets (Baseline FY19)	▪ Engaged third-party Lifecycle Assessment *(LCA)* tool to assist establishing baseline	▪ Deployed material LCA to establish baseline for water usage at the finished material creation level *(targets to be established FY21)*	▪ Targets Created	Target Achieved	2021
Baseline apparel, accessories, and home goods water usage at the finished material creation level and set reduction targets in FY22 (baseline year 2021)	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	▪ Baseline Year Complete - Targets conceptualized and will be communicated in FY22	On Track	2022

SUSTAINABLE DEVELOPMENT GOALS: WATER (CONTINUED)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	
Ensure 100% of our leather hides sourced from Leather Working Group *(LWG)*-certified tanneries that support responsible water usage	▪ 97% of leather hides from LWG-certified tanneries that support responsible water usage	▪ 97.33% of leather hides from LWG-certified tanneries that support responsible water usage	▪ 99.88% of leather hides from LWG-certified tanneries that support responsible water usage *(including recycled leather)*. ▪ 100% of our sheepskin from LWG-certified tanneries that support responsible water usage	On Track	2027
UGG footwear to reduce water usage by 30% per pair	▪ Baseline year--study completed	▪ UGG reduced water usage by 6.09% per pair when compared to baseline line year *(FY19)*	▪ UGG reduced water usage by 15.08% per pair when compared to baseline line year *(FY19)*	On Track	2030
HOKA footwear to reduce water usage by 20% per pair	▪ Baseline year--study completed	▪ HOKA increased water usage by 15.08% per pair by when compared to baseline line year *(FY19)*	▪ HOKA increased water usage by 13.97% per pair *(1% reduction from FY20)* when compared to baseline line year *(FY19)*	On Track	2030
Teva footwear to reduce water usage by 45% per pair	▪ Baseline year--study completed	▪ Teva reduced water usage by 13.99% per pair when compared to baseline line year *(FY19)*	▪ Teva reduced water usage by 31.64% per pair when compared to baseline line year *(FY19)*	On Track	2030
Sanuk footwear to reduce water usage by 30% per pair	▪ Baseline year--study completed	▪ Sanuk increased water usage by 14.89% per pair when compared to baseline line year *(FY19)*	▪ Sanuk reduced water usage by 13.81% per pair when compared to baseline line year *(FY19)*	On Track	2030
Koolaburra footwear to reduce water usage by 35% per pair	▪ Baseline year--study completed	▪ Koolaburra reduced water usage by 30.93% per pair when compared to baseline line year *(FY19)*	▪ Koolaburra reduced water usage by 26.64% per pair when compared to baseline line year *(FY19)*	On Track	2030
Reduce or maintain *(+/- 2%)* water usage per pair among all packaging materials in our footwear after FY21	▪ Baseline year--study completed	▪ Completed Footwear Packaging Water Usage Study. Below shows FY19 v. FY20 water usage per pair: • UGG: -39.62% • HOKA: +0.85% • Teva: -29.06% • Sanuk: -41.80% • Koolaburra: Did Not Record	▪ Completed Footwear Packaging Water Usage Study. Below shows FY19 v. FY21 water usage per pair: • UGG: -50.84% • HOKA: -0.44% • Teva: -35.23% • Sanuk: -31.18% • Koolaburra: FY21 Baseline Year	On Track	2021
Support at least one water program a year focused on providing reliable, ongoing water and sanitation service and support to our global communities	▪ Target first conceptualized FY21	• Target first conceptualized FY21	• Target Conceptualized	On Track	2030

FY21 ACHIEVEMENTS MADE TOWARD OUR SUSTAINABLE DEVELOPMENT GOALS

CREATING CHANGE: JOURNEY TO REGENERATIVE (CONTINUED)

CLIMATE AND CLEAN ENERGY

REDUCED ENERGY CONSUMPTION AND CARBON EMISSIONS THROUGHOUT OUR OPERATIONS

SUSTAINABLE DEVELOPMENT GOALS: CLIMATE AND CLEAN ENERGY

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Reduce employee travel by 50%	▪ Target first conceptualized in FY20	▪ Global employees air travel emitted 11,641,280 pounds or 5,820.64 tons of CO2	▪ Global employees air travel emitted 163,115 pounds or or 81.55 tons of CO2 *(not an accurate reflection of employee travel due to COVID-19)*	On Track	2025
Encourage employee utilization of alternative commute program to save over 50 tons of CO2 annually	▪ Employees recorded and saved 71.07 tons of CO2 through alternative commute strategies	▪ Employees recorded and saved 80.74 tons of CO2 through alternative commute strategies	▪ *Unable to track in FY21 as employees were not commuting into office (remote work)*	Target Achieved	2027
Determine baseline product materials energy and greenhouse gas emissions and set reduction targets	▪ Engaged a third-party LCA platform	▪ Deployed material LCA to establish baseline for energy usage and greenhouse gas emissions at finished material creation level: targets to be set FY21	▪ Study completed.	On Track	2021
100% renewable energy in owned and operated facilities	▪ Continue to increase our year-over-year solar usage at our U.S. locations ongoing monitoring of energy usage at our retail stores, U.S. headquarter, and main U.S. distribution center	▪ Corporate HQ LED conversion completed: 100% LED lighting installed ▪ Hong Kong Office in 90% percentile for energy efficiency ▪ Continued to track usage among US retail stores and US company office locations generally remaining consistent	▪ Deckers HQ is 100% renewable as of October 2021 *(combination Solar and Goleta Green Grid)* ▪ Continued to track usage among US retail stores and majority of corporate office locations	On Track	2021
Increase awareness on Climate related issues	▪ Environmental Policy adopted ▪ Filmed video series highlighting HQ/DC sustainability efforts	▪ Earth Day employee contest conceptualized in FY20 with deployment in FY21 to encourage employees to live in a more environmentally mindful way	▪ Continued Earth Day employee contest to encourage employees to live more sustainably ▪ Held first ever Plastic Free July employee contest to bring visibility to how much plastic is used daily, encouraging employees to go plastic free	On Track	2027
Of monitored Tier 1 facilities, reduce energy usage by 10%	▪ Monitored 13 Tier 1 supply chain partners energy consumption	▪ Monitored 14 of Tier 1 footwear factories and reduced their energy consumption by 30%	▪ Monitored 14 of Tier 1 footwear factories and reduced their energy consumption by 13.3%	On Track	2027
Of monitored Tier 2 suppliers, reduce energy usage by 5%	▪ Monitored 12 Tier 2 suppliers, 6 bottom unit and 6 tannery facilities energy consumption	▪ Monitored 17 Tier 2 suppliers. Of the 8 bottom unit facilities and tannery facilities energy consumption and set reduction target of 5%	▪ Monitored 8 T2 bottom suppliers and saw significant reduction. Monitored 7 T2 tanneries and saw a slight increase of 2.27% in energy consumption	Target Achieved	2027
File Science-Based Targets with Science-Based Targets Initiative (SBTi)	▪ Target first conceptualized in FY20	▪ Target set	▪ Filed and approved by SBTi	Target Achieved	2025

SUSTAINABLE DEVELOPMENT GOALS: CLIMATE AND CLEAN ENERGY (CONTINUED)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	
Science-based climate change goals	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Deckers commits to reduce absolute Scope 1 & 2 GHG emissions 46% by FY30 from a FY19 base year ▪ Deckers commits to reduce Scope 3 GHG emissions 58% per $m gross profit by FY20 from a FY19 base year	On Track	2030
Baseline FY21 apparel, accessories, and home goods materials greenhouse gas emissions and energy usage produced at the finished material creation level and set reduction targets in FY22 (UGG and HOKA only)	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Baseline year complete ▪ Targets conceptualized and will be communicated in FY22	On Track	2022
UGG footwear to reduce greenhouse gas emissions by 40% per pair and Energy usage by 35% per pair by 2030	▪ Baseline year, study completed	▪ UGG reduced greenhouse gas emissions by 6.41% per pair and energy usage by 4.51% per pair when comparing to baseline line year *(FY19)*	▪ UGG reduced greenhouse gas emissions by 14.45% per pair and energy usage by 12.82% per pair when comparing to baseline line year *(FY19)*	On Track	2030
HOKA footwear to reduce greenhouse gas emissions by 20% per pair and Energy usage by 25% per pair by 2030	▪ Baseline year, study completed	▪ HOKA increased greenhouse gas emissions by 7.94% per pair and energy usage by 6.65% per pair when comparing to baseline line year *(FY19)*	▪ HOKA increased greenhouse gas emissions by 2.98% per pair *(4.60% reduction from FY20)* and energy usage by 3.57% per pair *(2.89% reduction from FY20)* when comparing to baseline line year *(FY19)*	On Track	2030
Teva footwear to reduce greenhouse gas emissions by 35% per pair and Energy usage by 30% per pair by 2030	▪ Baseline year, study completed	▪ Teva reduced greenhouse gas emissions by 13.12% per pair and energy usage by 13.41% per pair when comparing to baseline line year *(FY19)*	▪ Teva reduced greenhouse gas emissions by 21.31% per pair and energy usage by 21.39% per pair when comparing to baseline line year *(FY19)*	On Track	2030
Sanuk footwear to reduce greenhouse gas emissions by 40% per pair and Energy usage by 40% per pair by 2030	▪ Baseline year, study completed	▪ Sanuk increased greenhouse gas emissions by 7.69% per pair and energy usage by 6.84% per pair when comparing to baseline line year *(FY19)*	▪ Sanuk reduced greenhouse gas emissions by 15.34% per pair and energy usage by 12.00% per pair when comparing to baseline line year *(FY19)*	On Track	2030
Koolaburra footwear to reduce greenhouse gas emissions by 35% per pair and Energy usage by 35% per pair by 2030	▪ Baseline year, study completed	▪ Koolaburra reduced greenhouse gas emissions by 20.87% per pair and energy usage by 22.97% per pair when comparing to baseline line year *(FY19)*	▪ Koolaburra reduced greenhouse gas emissions by 25.69% per pair and energy usage by 25.01% per pair when comparing to baseline line year *(FY19)*	On Track	2030
Reduce or maintain *(+/- 2%)* footwear packaging greenhouse gas emissions	▪ Baseline year, study completed	▪ Completed Footwear Packaging Greenhouse Gas Emissions Study ▪ Below shows FY19 v. FY20 GHG emissions per pair change: • UGG: -16.17% • HOKA: +1.49% • Teva: -26.38% • Sanuk: -44.50% • Koolaburra: Did Not Record	▪ Completed Footwear Packaging Greenhouse Gas Emissions Study ▪ Below shows FY19 v. FY21 GHG emissions per pair change: • UGG: -31.61% • HOKA: -0.35% • Teva: -28.49% • Sanuk: -38.52% • Koolaburra: Baseline Year Recorded	On Track	2021
Reduce or maintain *(+/- 2%)* footwear packaging energy usage	▪ Baseline year, study completed	▪ Completed Footwear Packaging Energy Usage Study ▪ Below shows FY19 v. FY20 Energy usage per pair change: • UGG: -23.18% • HOKA: +1.97% • Teva: -26.45% • Sanuk: -50.70% • Koolaburra: Did Not Record	▪ Completed Footwear Packaging Energy Usage Study ▪ Below shows FY19 v. FY21 Energy usage per pair change: • UGG: -36.97% • HOKA: -0.02% • Teva: -27.79% • Sanuk: -45.24% • Koolaburra: Baseline Year Recorded	On Track	2021
Invest in Regenerative Farming	▪ Target first conceptualized in FY21	▪ Target first conceptualized in FY21	▪ Invested in the regeneration of 200,000 acres of land in 2021, with a goal of 1,000,000 acres within five years	On Track	2025

FY21 ACHIEVEMENTS MADE TOWARD OUR SUSTAINABLE DEVELOPMENT GOALS

CREATING CHANGE: JOURNEY TO REGENERATIVE (CONTINUED)

CHEMISTRY AND CONSUMER SAFETY

REDUCE OR ELIMINATE HAZARDOUS CHEMICALS THROUGHOUT OUR OPERATIONS

SUSTAINABLE DEVELOPMENT GOALS: CHEMISTRY AND CONSUMER SAFETY

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Reduce volatile organic compounds *(VOCs)* to 20g/pair or less	▪ VOCs reduced to under 20g/ pair at the assembly level	▪ Continued reduction in VOCs ▪ All brands were under 18g/pair at the assembly level	▪ Continued reduction in VOCs ▪ All brands were under 14 g/pair at theassembly level	Target Achieved	2020
Eliminate PFC from our supply chain *(Tier 1 and Tier 2)*	▪ On track to eliminate PFCs from our supply chain *(Tier 1 and Tier 2)* by 2020	▪ PFC free supply chain achieved *(Tier 1 and Tier 2)*	▪ Eliminated PFC from our supply chain *(Tier 1 and Tier 2)*	Target Achieved	2021
Eliminate PVC from our supply chain	▪ Target set	▪ Working towards elimination	▪ Eliminated PVC from our supply chain	On Track	2027
Join Zero Discharge of Hazardous Chemicals *(ZDHC)*	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	On Track	2023
Cleaner chemistries to be adopted for our 10 priority chemistries	▪ Eliminated PFOA and PFOS, restricted phthalates, dimethyl fumarate, regulated nitrosamines	▪ Deckers materials free of banned and/or restricted Azo dyes Blue 106 replaced with an environmentally friendly dye that share the same color properties	▪ Cleaner chemistries adopted for our 10 priority chemistries	Target Achieved	2025
Continued reduction, or maintaining, of our restricted substance Failure Rate	▪ RS Report Failure Rate 1.65%	▪ RS Report Failure Rate 0.80%	▪ Continued reduction, or maintainence of, our restricted substance failure rate	On Track	2030
Continued reduction, or maintaining, of our CPSIA Failure Rate	▪ CPSIA Report Failure Rate 0.63%	▪ CPSIA Report Failure Rate 0%	▪ Continued reduction, or maintaining, of our CPSIA failure rate	On Track	2030
Invest at least 300 hours annually in restricted substance training and education empowering partners with necessary tools for success	▪ 369 hours of target restricted substances training given	▪ 265 hours of target restricted substances training given	▪ 452 hours of target restricted substances training given	On Track	2030

FY21 ACHIEVEMENTS MADE TOWARD OUR SUSTAINABLE DEVELOPMENT GOALS

CREATING CHANGE: JOURNEY TO REGENERATIVE (CONTINUED)

HUMAN RIGHTS

POSITIVELY IMPACT THE COMMUNITIES WHERE WE OPERATE IN, INCLUDING ASSURING INDUSTRY LEADING HUMAN RIGHTS PRACTICES WITHIN OUR SUPPLY CHAIN

SUSTAINABLE DEVELOPMENT GOALS: HUMAN RIGHTS

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Increase employee volunteer efforts by 20% by 2023 and 50% by 2027	▪ Employees volunteered 3,106 hours	▪ Employees volunteered 1,904 hours ▪ Implemented new employee volunteer hours tracking system ▪ Appointed Director for "Deckers Gives" initiative	▪ Held our first ever 'Art of Kindness' event, a week where employees come together, putting work aside, to volunteer in our local communities ▪ Employees volunteered 5,073 hours	On Track	2023 / 2027
Donate at least $1,000,000 annually to organizations supporting historically underserved youth, community, diversity, equity and inclusion, education, environment, and family and children	▪ Donated over $1.3 million to various organizations supporting our communities	▪ Donated over $1.8 million to various organizations supporting historically underserved youth, community, diversity, equity and inclusion, education, environment, and family and children	▪ Donated $2.13 million to various not-for-profit organizations in the global communities in which we operate ▪ Giving areas focused on historically underserved youth, community, diversity, equity and inclusion, education, environment, and family and children	On Track	2027
Ensure that every Deckers employee has the opportunity to contribute to our local communities	▪ All employees encouraged to volunteer and we provide up to 24 hours of paid volunteer time to incentivize participation	▪ Employees who volunteer 100 hours per calendar year receive a $1,000 donation to a charity of their choice ▪ Employees provided up to 24 hours of paid volunteer time	▪ Target achieved and maintained.	Target Achieved	2021
Recognize human rights within our supply chain by ensuring at least 90% of our Tier 1 and Tier 2 supply chain partners receive Champion, Excellent or Solid audit rankings	▪ Ensured robust ethical supply chain audits based on International Labor Organization standards, performance scorecards, and ongoing ESC audits ▪ Filmed video series highlighting ethical supply chain and HERproject efforts	▪ 100% of our Tier 1 partners are audited on an annual basis ▪ We engaged the majority of our Tier 2 suppliers *(those representing 55% of our total materials spend)* in audits, training and environmental projects ▪ Anonymous hotline provided to supply chain partners for reporting purposes	▪ 100% of our Tier 1 partners are audited on an annual basis ▪ We engaged the majority of our Tier 2 suppliers *(those representing 55% of our total materials spend)* in audits, training and environmental projects ▪ 92.3% of those monitored received champion or excellent ratings ▪ Anonymous hotline provided to supply chain partners for reporting purposes ▪ Anti-harassment training provided to supply chain partners	On Track	2027

SUSTAINABLE DEVELOPMENT GOALS: HUMAN RIGHTS (CONTINUED)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	
Ensure our T1 Lost Time Injury Rate is 0.26 and our Total Recordable Incident rate is 0.40	▪ FY19 Lost Time Injury Rate was 0.33 and Total Recordable Incident Rate was 0.33	▪ FY20 Lost Time Injury Rate was 0.28 and Total Recordable Incident Rate was 0.40	▪ FY21 Lost Time Injury Rate was 0.24 and Total Recordable Incident Rate was 0.32	Target Achieved - FY22 and beyond target is to maintain or continue to lower these rates	2021
Ensure our T2 Bottom Suppliers Lost Time Injury Rate is 0.26 and our Total Recordable Incident rate is 0.40	▪ FY19 Lost Time Injury Rate was 0.32 and Total Recordable Incident Rate was 0.7	▪ FY20 Lost Time Injury Rate was 0.38 and Total Recordable Incident Rate was 0.43	▪ FY21 Lost Time Injury Rate was 0.15 and Total Recordable Incident Rate was 0.19	Target Achieved - FY22 and beyond target is to maintain or continue to lower these rates	2021
Ensure our T1 Tanneries Lost Time Injury Rate is 0.26 and our Total Recordable Incident rate is 0.40	▪ FY19 Lost Time Injury Rate was 0.78 and Total Recordable Incident Rate was 0.86	▪ FY20 Lost Time Injury Rate was 0.99 and Total Recordable Incident Rate was 1.23	▪ FY21 Lost Time Injury Rate was 0.71 and Total Recordable Incident Rate was 0.68	Desire to speed up efforts	2021
Living Wage Assessment	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	New	2023
Join Fashion Transparency Pledge	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	Target Achieved	2023
Publish list 100% of Tier 1 and Tier 2 partners for added transparency	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	Target Achieved	2023
Host annual anti-harassment Training for factory workers	▪ Target first conceptualized FY21	▪ Target first conceptualized FY21	▪ Partnered with Better Work Vietnam to provide anti-harassment training to key T1 factory partners ▪ Total of 10,281 workers received such training in Vietnam and the Philippines	On Track	2030

FY21 ACHIEVEMENTS MADE TOWARD OUR SUSTAINABLE DEVELOPMENT GOALS

CREATING CHANGE: JOURNEY TO REGENERATIVE (CONTINUED)

GENDER EQUALITY AND QUALITY EDUCATION

PROMOTE DIVERSITY, GENDER EQUALITY, FEMALE EMPOWERMENT, AND INCLUSION FOR ALL

SUSTAINABLE DEVELOPMENT GOALS: GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	DUE
Gender parity in leadership positions and our Board of Directors	▪ Executive Leadership Team: 25% women, 75% men ▪ Board of Directors: 30% female, 70% male ▪ Obtained EDGE Certification, which is the leading global assessment methodology and business certification standard for gender equality	▪ Executive Leadership Team: 25% women, 75% men Board of Directors: 33% female, 66% male ▪ Leaders *(those who manage one or more persons)*: 51.8% women, 48.2% men ▪ Directors and above: 43.5% female and 56.5% male	▪ Executive Leadership Team: 33.3% women, 66.6% men ▪ Board of Directors: 40% female, 60% male, 60% from underrepresented communities ▪ Leaders *(those who manage one or more persons)*: 43.5% male, 56.1% female, 0.4% undeclared ▪ Director level and above: 54.7% male, 43.6% female, 1.7% not declared	On Track	2030
25% representation of BIPOC in the U.S. at Director and above levels	▪ Target first conceptualized FY20	▪ Target adopted	▪ As of September 2021, 16% of Director level and above are BIPOC - a 4% increase when compared to FY20 ▪ 43% of all U.S. corporate new hires in the US were BIPOC	On Track	2027
100% of Executive Leadership Team has inclusion and diversity related goals	▪ Target first conceptualized FY20	▪ Target adopted	▪ All executive leadership team were required to have diversity and inclusion related goals	Target Achieved	2021
100% of Director level and above hires interviewed by a panel that includes underrepresented groups (gender, BIPOC)	▪ Target first conceptualized FY20	▪ Target adopted	▪ All Director level and above positions were interviewed by a panel that includes underrepresented groups *(gender and BIPOC)* ▪ Implemented a software platform that optimizes job descriptions to help ensure a more diverse applicant pool, as well as redacting certain resume information that may lead to unconscious bias	Target Achieved	2021

SUSTAINABLE DEVELOPMENT GOALS: GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION (CONTINUED)

TARGETS	FY19 ACHIEVEMENTS	FY20 ACHIEVEMENTS	FY21 ACHIEVEMENTS	STATUS	
Ensure an inclusive and diverse workplace and promote diverse communities	▪ Target first conceptualized FY20	▪ Target adopted	▪ Brands have committed to representing 60% BIPOC, LGBTQIA+, and diversity of body types and abilities in their marketing campaigns ▪ Joined the Valuable 500, a business-to-business initiative comprised of companies committed to disability inclusion and the Civic Alliance which is a nonpartisan business coalition that champions democracy and civic participation ▪ Multiple Employee Resource Groups formed around common interests, background or characteristics including gender, race, ethnicity and numerous other affinities ▪ Mandatory anti-racism and implicit bias training deployed as well as a suite of additional learning and development resources ▪ Launched Coffee & Conversations, which are monthly small-group facilitated discussions on DEI-related topics ▪ Piloted a global mentorship program with the goal of helping provide our existing talent with opportunities for networking and engagement ▪ Partnering with HBCUs and both local and national professional organizations in order to expand the pool from which we source talent	On Track	2022
UGG: Expand HERproject partnership to 2 activations per year	▪ Additional 5 factories received HERproject training ▪ Filmed video highlighting the impact of HERproject training on the women working in our supply chain	▪ Additional 7 supply chain partners received HERproject training for a total of 20 partners trained *(14 Tier 1 footwear factories, 2 Tier 1 lifestyle factories, and 4 Tier 2 suppliers)*	▪ Enrolled an additional 6 partners in HERproject *(4 Tier 2 suppliers and 2 Tier 1 factories)*	On Track	2027
Empower 100,000 women	▪ 26,186 women empowered through HERproject partnership since inception of partnership ▪ Held Women's Leadership Summit at corporate headquarters	▪ 33,019 women empowered through HERproject since inception of partnership ▪ Annual Women's Leadership Summit at corporate headquarters location postponed due to COVID-19 pandemic ▪ Held equality summit in EMEA office	▪ Enrolled an additional 6 partners in HERproject *(4 Tier 2 suppliers and 2 Tier 1 factories)* ▪ The number of women empowered since inception of partnership is 33,220 *(a total of 44,403 including male attendees)* ▪ Annual Women's Leadership Summit *(virtual)* event held	On Track	2027

OUR FOUNDATION

OUR FOUNDATION

PROGRAM GOVERNANCE

Deckers Chief Administrative Officer is responsible for the day-to-day management of our Corporate Responsibility and Sustainability Program. The Corporate Governance Committee of our Board of Directors, which is comprised of four independent directors, oversees our corporate responsibility and sustainability efforts. The Corporate Governance Committee receives quarterly updates and the full Board of Directors regularly receives updates on the status of our Environmental, Social, Governance (ESG) program.

Day-to-day progress is driven by by multiple committees that meet regularly:

Risk, Sustainability, and Compliance Advisory Committee: This Committee includes all members of our Executive Leadership Team, along with key stakeholders throughout the organization. The Committee evaluates organizational compliance risks and discusses opportunities for both sustainability and compliance.

Environmental Sustainability – Ethical Sourcing Committee: This Committee includes members of our ethical sourcing, facilities, distribution center, brands, innovation, and materials teams. The Committee drives sustainable materials sourcing, ethical supply chain efforts, environmental sustainability, energy reduction, water and waste mitigation efforts, and materials traceability efforts.

Brand Sustainability Leads: Each of our brands have team members who are dedicated to sustainability who work closely with our Sr. Director Sustainability and Compliance to align brand efforts with our larger ESG strategy.

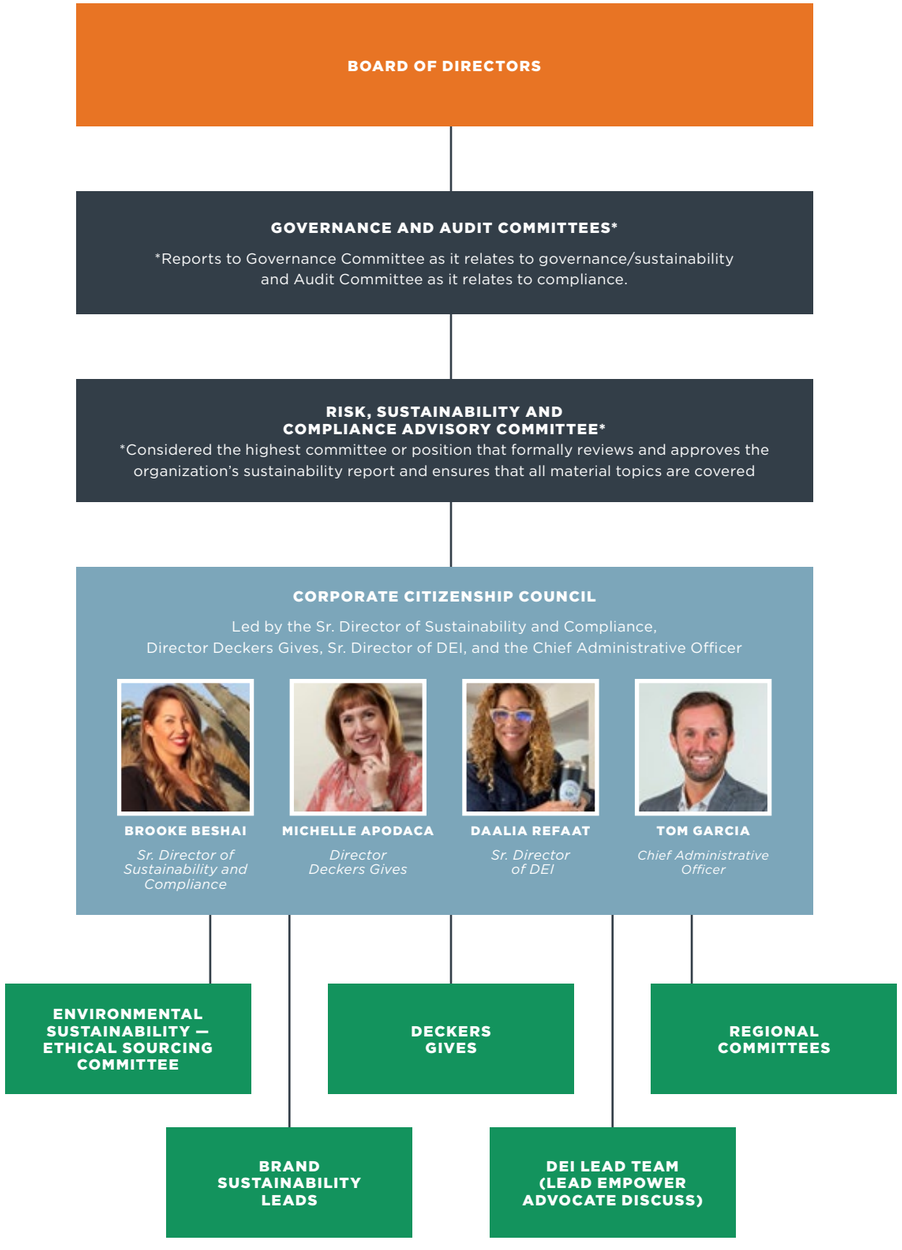
Deckers Gives Committee: This Committee includes members of our giving, sustainability and communications teams. The Committee tracks brand and corporate giving, helps our brands focus charitable spend, monitors our employee volunteer program, and drives retail store giving.

Regional Gives Committees: We have two regional Committees, one in APAC and one in EMEA. These Committees help to drive facilities related sustainability efforts within region and initiate regional volunteer and giving efforts.

DEI LEAD Team (Lead Empower Advocate Discuss): This team includes a diverse group of people from various stakeholders throughout the organization. The team works as an advisory body to our Sr. Director of DEI on integration of DEI into the global organization. It also serves as a forum to share departmental updates, DEI activities and initiatives and helps leverage organizational resources. It provides opportunities for direct employee engagement in DEI activities.

Our Corporate Responsibility and Sustainability Program aligns our internal teams with our SDGs and establishes policies to encourage our partners and suppliers to employ sustainable business practices.

We annually assess risks related to ESG issues as part of our overall enterprise risk management approach. In addition, our internal audit team provides periodic targeted reviews of our ESG-related policies and procedures to the Audit Committee.



OUR FOUNDATION

STAKEHOLDER ENGAGEMENT

We highly value stockholder input and have consistently demonstrated our commitment to open and interactive dialogue with our stockholders. We actively work with various stakeholder groups in the creation and implementation of our ESG program and policies. Our stakeholders include third-party NGOs, employees, suppliers, industry groups, communities and governments. Our stockholder outreach program is led by a cross-functional team that includes members of our Investor Relations, Compliance, Sustainability, Diversity, Equity, and Inclusion, or DEI, and Legal teams. Additionally, we actively engage our employees through Pulse Surveys to help hold us accountable to our five key values.

We worked with Business for Social Responsibility (BSR) on a stakeholder outreach project in which we solicited input and gathered information from stakeholders to better understand the topics and themes that are most important to those stakeholders.

On our social initiatives, we work closely with Better Work, Social & Labor Convergence and Business for Social Responsibility. We align with the Transparency Pledge to create more meaningful corporate accountability. The Transparency Pledge helps demonstrate apparel and footwear companies' commitment towards greater transparency in their manufacturing supply chain. We have a long-standing partnership with HERproject, a collaborative initiative that strives to empower low-income women working in global supply chains. We also collaborated with the Humane Society on the adoption, and subsequent revision, of our Ethical Sourcing and Animal Welfare Policy.

On our environmental sustainability initiatives, we work closely with the Savory Institute, Carbon Trust, Trayak's Compass (our LCA tool), and the Leather Working Group. We also worked with Canopy on our Paper and Forest Procurement Policy.

We believe our active engagement with all these groups serves as a materiality assessment and we look forward to continuing to expand our stakeholder groups in FY22 and beyond.

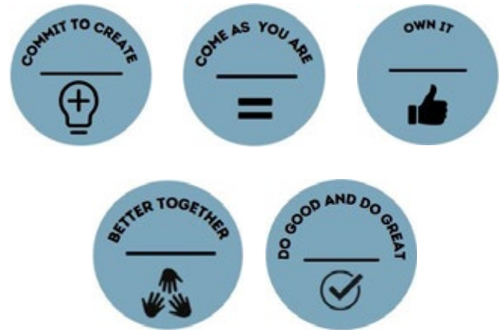
OUR FOUNDATION

COMPANY VALUES

At Deckers, we strive to positively impact the world by uniting purposeful brands with diverse people driven to succeed and create change. Our five key values (commit to create, come as you are, own it, better together and do good and do great) help drive our commitment and ensure we hold ourselves accountable to deliver on our goals.

These values define who we are and serve as the driving force behind how we work together and with our customers, our consumers, our partners, our suppliers, and our communities.

We also have detailed ethics and compliance policies that instill a commitment to ethical behavior and legal compliance across our entire organization. Our open-door policy and culture encourages employees to approach their managers if they believe there have been violations of our standards or policies. Employees are also able to submit confidential and anonymous reports 24-7 online or by phone using a hotline that is hosted by an independent third-party provider.



OUR FOUNDATION

INTEGRITY FIRST

MANDATORY EMPLOYEE TRAINING

We invest in the ongoing learning of our employees by providing them with valuable training to help navigate challenging situations. Globally, all employees are trained* on a variety of topics including:

- Code of Ethics
- Conflicts of Interest
  - Employees are trained on conflicts of interest and our Compliance Officer maintains list of potential conflicts of interests *(e.g. related persons working at Deckers)* and reports to the Audit Committee as appropriate.
- Gifts and Entertainment
- Anti-Corruption
- Harassment & Discrimination
- Information Security
- Regulation Fair Disclosure *(including insider trading)*
- HIPAA
- Payment Card Industry standards *(PCI)*
- Diversity, Equity and Inclusion Courses *(including Belonging at Deckers, Unconscious Bias, and Allyship)*

In addition to these mandatory trainings, we also offer a wide array of optional courses—from technology to management to additional DEI learning and development—to help further our employees' learning and development, and professional skills.

*On average employees receive approximately 5 hours of Compliance and DEI trainings (at least) biennially.

POLICIES

We value the culture we have created and want to ensure Deckers continues to be an amazing place to work. We have created policies to help empower our employees to act with integrity even when faced with challenging situations. We also have multiple policies to help guide our employees, and our supply chain partners, to operate our business in the most socially conscious and environmentally friendly way. Many of our corporate policies are public and can be found on our **website**. These include the following:

- Code of Ethics* (including our zero-tolerance policy on harassment and discrimination)
- Ethics Hotline Policy
- Anti-Corruption Policy
- Ethical Supply Chain Supplier Code of Conduct
- Environmental Policy
- Water Policy
- Ethical Sourcing and Animal Welfare Policy
- Conflict Minerals Policy
- Restricted Substances Policy
- Paper and Forest Procurement Policy

*Pursuant to our Code of Ethics, we support fair business practices and train our sales and business staff on such local requirements.

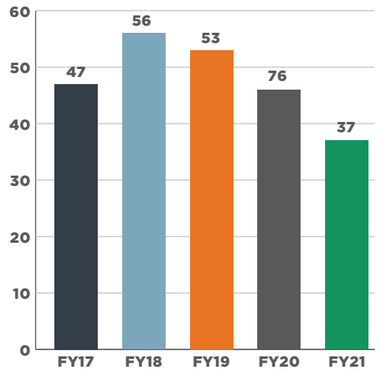
HOTLINE METRICS

We offer a 24-7 anonymous hotline to all Deckers employees globally and have extended the hotline accessibility to factory workers so they too can voice concerns. We take all allegations seriously and ensure that we fairly and thoroughly investigate each report we receive through the hotline.

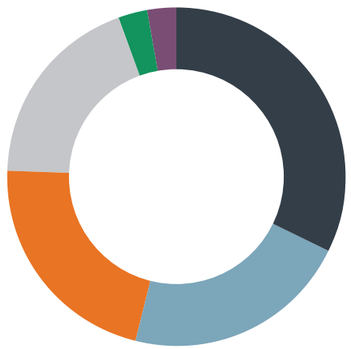
Monitoring hotline calls allows us to identify trends, see where more resources are needed, and allocate more training or resources. Approximately 70% of the calls we receive each year are retail-related and initiated by one of our retail store team members. We believe this is comparable to other peers in the retail industry.

Because we believe in transparency, we are publishing the number of hotline calls received from FY17-FY21 as well as a summary of FY21 calls by issue type and tier below.

FY17-FY21 HOTLINE CALLS



FY21 HOTLINE CALLS BY ISSUE TYPE



12 UNFAIR TREATMENT **8** DISCRIMINATION OR HARASSMENT
8 OTHER **7** VIOLATION OF POLICY
1 CONFLICT OF INTEREST **1** INQUIRY

We assess our operations for risks related to corruption and have training and policies on anti-corruption. In FY21, we had no confirmed incidents of corruption.

FY21 HOTLINE CALLS BY TIER

28 NORTH AMERICA RETAIL **5** NORTH AMERICA CORPORATE
1 EMEA CORPORATE **1** APAC CORPORATE
1 APAC FOOTWEAR FACTORY
1 DECKERS OUTDOOR CORPORATION

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

PROMOTE DIVERSITY, GENDER EQUALITY, FEMALE EMPOWERMENT, AND INCLUSION FOR ALL

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

GENDER EQUALITY AND QUALITY EDUCATION

PROMOTE DIVERSITY, GENDER EQUALITY, FEMALE EMPOWERMENT, AND INCLUSION FOR ALL

OUR APPROACH

At Deckers, we believe that an equitable, inclusive, and diverse culture drives creativity and success. Our efforts and initiatives will help to foster a more inclusive workplace which we hope will ultimately help contribute to a more inclusive society. We each come from different backgrounds and all have professional skills and perspectives that have uniquely shaped us. We believe those differences, when encouraged and celebrated, can help create big ideas. We value our different perspectives and strive to create a work environment where employees can come as they are and are free to bring their authentic selves to work every day.

We prioritize diversity, equity, and inclusion (DEI) at Deckers and believe that the inclusion of historically underrepresented perspectives leads to more diversity of thought which in turn leads to better outcomes and policies. Additionally, we believe that a diverse pool of leaders brings a unique set of experiences, opinions, and thoughts on critical issues that help enhance our business.

We have policies and practices aimed at increasing the diversity of our workforce, as well as a robust collection of programs intended to support initiatives to create a more inclusive workplace. We have implemented a comprehensive, global strategy for DEI, launched numerous employee resource groups, deployed mandatory anti-racism and implicit bias training, and offer a suite of additional learning and development resources.

We look forward to continuing to engage our employees in our efforts to create a more equitable, inclusive and diverse organization.

OUR PEOPLE

GLOBAL WORKFORCE

Deckers has a total of 4,372 global employees *(excluding seasonal retail store associates)*: 2,784 of our global employee population (63.7%) identify as female, 1,528 (34.9%) identify as male, 3 employees (0.1%) identify as non-binary, and 57 (1.3%) are have not shared their gender identity.

FAIR WAGES

In November 2020, Deckers made a bold move to increase the minimum wage in all retails store across the United States to $15 per hour – a 20% premium from the industry average and more than double the federal minimum wage of $7.25. This effort was directly linked to Deckers broader DEI efforts as 70% of those affected by this change are from BIPOC communities.

In connection with this change, our CEO said “When you look at the stats that show the major inequities in pay across the country by state, it was glaringly obvious to me that we needed to do something to help, so it was a quick, easy decision. We wanted to send a message to other organizations that you can do the right thing and this is best for your employees.”

In accordance with this philosophy we intend to conduct a fair wage assessment for all global employees and our Tier 1 and Tier 2 supply chain partners by 2023.

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION (CONTINUED)

OUR PEOPLE (CONTINUED)

EXECUTIVE LEADERSHIP TEAM

During FY21, Deckers executive leadership team is made up of nine members, three identifying as female (33.3%) and six identifying as male (66.7%).

BOARD OF DIRECTORS

Our Board of Directors is comprised of ten individuals, each of whom brings a wide range of skills and represents different backgrounds, ethnicities, genders, sexual orientations and qualifications. Four board members identify as female (40%) and six identify as male (60%). Six of ten (60%) of our board members are from other underrepresented groups (including ethnicity and sexual orientation).

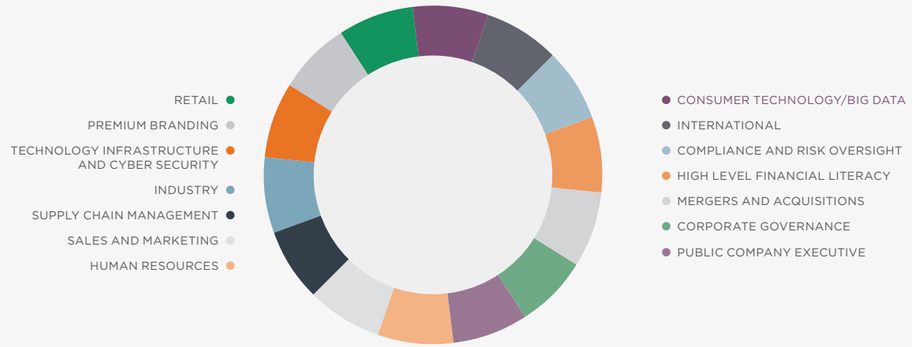
ELT GENDER BREAKDOWN

● **6** (**66.6%**) MEN ● **3** (**33.3%**) WOMEN

BOARD OF DIRECTORS GENDER BREAKDOWN

● **6** (**60%**) MEN ● **4** (**40%**) WOMEN

DIRECTOR QUALIFICATIONS AND SKILLS



FY21 GOVERNANCE PROFILE

AVERAGE DIRECTOR TENURE:
4.4 YEARS

AVERAGE DIRECTOR AGE:
58.6 YEARS

PROXY STATEMENT:
FY21 Proxy Statement

DIRECTOR MEETING ATTENDANCE:
Each of our Directors attended at least 75% of Board Meetings and Meetings of the Board Committees on which they served

PERCENTAGE OF CEO'S AT RISK TARGETED TOTAL COMPENSATION:
83%

Corporate Governance Guidelines

MEDIAN ANNUAL COMPENSATION:
$57,968 – for further details, please see our FY21 Proxy Statement

CEO COMPENSATION:
$6,778,608

BOARD*

FEMALE: 4 **MALE:** 6

ACTIVE BOARD MEMBERS:
*List of independent or non-executive directors included in the above count as follows:

- Michael F. Devine III – Chairman
- David A. Burwick
- Nelson C. Chan
- Cynthia (Cindy) L. Davis
- Juan R. Figuereo
- Maha S. Ibrahim
- Victor Luis
- Dave Powers
- Lauri M. Shanahan
- Bonita C. Stewart

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

PROMOTE DIVERSITY, GENDER EQUALITY, FEMALE EMPOWERMENT, AND INCLUSION FOR ALL

EQUITY, INCLUSION AND DIVERSITY

ETHNICITY DATA

We can report on ethnicity metrics for employees in our U.S. locations (which includes corporate headquarters, our Flagstaff office, our Moreno Valley Distribution Center, and our U.S. retail store locations). We are pleased that our employees represent numerous diverse ethnic backgrounds.

ETHNICITY BREAKDOWN (US ONLY)

- American Indian or Alaska Native 41 (1.3%)
- Asian 176 (5.4%)
- Black or African American 696 (21.3%)
- Decline to Answer 53 (1.6%)
- Hispanic or Latino 1,014 (31.1%)
- Middle Eastern 15 (0.5%)
- Native Hawaiian or Other Pacific Islander 22 (0.7%)
- Two or More Races 102 (3.1%)
- Undeclared 100 (3.1%)
- White 1,043 (32.0%)

GENDER BREAKDOWN

LEADER GENDER BREAKDOWN

Globally, Deckers has 734 leaders. We define leaders as those who manage one or more persons. Of those leaders, 318 (43.4%) identify as male, 412 (56.2%) identify as female, and 3 (0.4%) are not declared.

DIRECTOR LEVEL AND ABOVE GENDER BREAKDOWN

Globally, Deckers has 179 employees at Director or above levels. Of those, 98 (54.7%) identify as male, 78 (43.6%) identify as female, and 3 (1.7%) are not declared.

NEW HIRE GENDER BREAKDOWN

During FY21, 59% of all new hires at our U.S. corporate headquarters identify as female, and 41% identify as male.

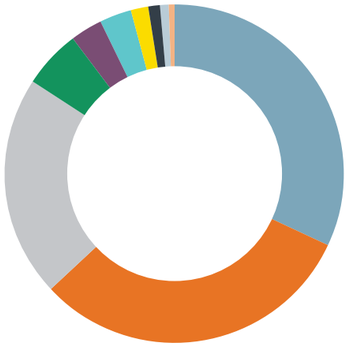
FY21 LEADER GENDER BREAKDOWN
(GLOBAL)

- **43.5%** MALE
- **56.1%** FEMALE
- **0.4%** NOT DECLARED

FY21 DIRECTOR LEVEL AND ABOVE GENDER BREAKDOWN
(GLOBAL)

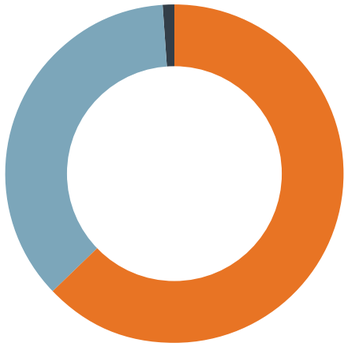
- **54.7%** MALE
- **43.6%** FEMALE
- **1.7%** NOT DECLARED

ETHNICITY BREAKDOWN
(US ONLY)



- **32.0%** WHITE
- **31.1%** HISPANIC OR LATINO
- **21.3%** BLACK OR AFRICAN AMERICAN
- **5.4%** ASIAN
- **3.1%** TWO OR MORE RACES
- **3.1%** UNDECLARED
- **1.6%** DECLINE TO ANSWER
- **1.3%** AMERICAN INDIAN OR ALASKA NATIVE
- **0.7%** NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER
- **0.5%** MIDDLE EASTERN

US CORPORATE HIRES GENDER BREAKDOWN*
(US ONLY)



- **36%** MALE
- **63%** FEMALE
- **1%** GENDERQUEER/NON-BINARY

**Note: As of September 1, 2021, 63% of all new hires at our U.S. corporate headquarters identified as female, 36% identified as male, and 1% identified as genderqueer/non-binary.*

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

PROMOTE DIVERSITY, GENDER EQUALITY, FEMALE EMPOWERMENT, AND INCLUSION FOR ALL (CONTINUED)

EQUITY, INCLUSION AND DIVERSITY (CONTINUED)

DIVERSITY EFFORTS

Deckers strives to be a workplace where every employee can come as they are and where we are all respected, valued, welcomed and heard. This requires a firm and lasting commitment to embed diversity, equity and inclusion into the very fabric of our company. Deckers seeks a diverse representation of backgrounds across the business and we have been actively working to create lasting, sustainable and meaningful change throughout our entire organization.

We are conducting a comprehensive talent lifecycle audit to identify critical decision points that affect representation levels within the talent pipeline, and are taking action to address gaps that we find during the audit. Additionally, we are requiring that all Director level and above positions are interviewed by a panel that includes underrepresented groups (gender and BIPOC).

We have implemented a software platform that optimizes job descriptions to help ensure a more diverse applicant pool, and we redact certain resume information that may lead to unconscious bias. Employees have also received training on inclusive interview and selection practices.

We are partnering with Historically Black Colleges and Universities (HBCUs) and both local and national professional organizations in order to expand the pool from which we source talent for the organization. This year, we launched a retail to corporate job rotation pilot program to provide retail employees opportunities to explore career paths to corporate. We hope to continue to grow and expand the program to other teams and regions across the organization.

MENTORSHIP PILOT PROGRAM

This year, we piloted a global mentorship program with the goal of helping provide our existing talent with opportunities for networking and engagement. During the pilot, we had over 100 employees from across the business and all regions participate. We are taking their feedback and incorporating the learnings to ensure the wider global launch is successful and results in meaningful mentorship exchanges.

Increasing the diversity of our employees requires action across multiple parts of the organization. We believe that the initiatives we've implemented will help us recruit, hire and promote more diverse employees at Deckers. And with this diversity of backgrounds comes more innovation, more creativity, and a workplace that better reflects the world around us.

DIVERSITY IN HIRING

Our DEI efforts are starting to yield impressive outcomes. For FY21, 43% of all U.S. corporate new hires in the US were BIPOC individuals.

In FY20, we announced a target of 25% representation of BIPOC in the US at Director level and above by 2027. We are pleased to report that we have seen a 4% increase in one year (FY20 12% BIPOC in the US at Director level and above compared to 16% in FY21), driven by our DEI efforts, as well as increased outreach in recruiting and hiring.

US CORPORATE HIRES ETHNICITY
(US ONLY)

DIRECTOR LEVEL AND ABOVE ETHNICITY*
(US ONLY)

Note, as of September 2021, we are at 16% BIPOC representation in the U.S. at Director level and above.

PROMOTE DIVERSITY, GENDER EQUALITY, FEMALE EMPOWERMENT, AND INCLUSION FOR ALL (CONTINUED)

INCLUSION EFFORTS

Fostering a more inclusive workplace where employees can be their most authentic self leads to a workplace where everyone can thrive. When we embrace our differences and everyone feels empowered to bring their full, authentic selves to work, we unleash the potential of a brilliant mix of people—the more perspectives we share, the better we can be. Deckers has implemented a number of inclusion-related initiatives over the last year.

MANDATORY TRAINING AND WORKSHOPS

We have launched mandatory unconscious bias and allyship training for all employees. These trainings are also required for all new hires. In addition, we have introduced a suite of DEI-related trainings available to all employees (outlined below).

- Belonging @ Deckers
- Belonging @ Deckers (Japan)
- EMEA Belonging @ Deckers
- EMEA Inclusive Interviewing @ Deckers
- EMEA Allyship
- EMEA Unconscious Bias
- How to be an Antiracist Leaders @ Deckers
- Inclusive Interviewing and Selection @ Deckers

Our entire executive leadership team, all senior level leaders, and our distribution center leadership team have completed Inclusive Leadership workshops facilitated by an outside consultant and all of our executive leadership team have diversity and inclusion related goals.

COFFEE AND CONVERSATIONS

We recognize that we are all at different places on our DEI journey. To that end, in the U.S., we created and launched Coffee & Conversations, which are monthly small-group facilitated discussions on DEI-related topics. These conversations bring together employees from across the organization to create safe spaces for enriching and authentic conversations and learning. To date, we have had nearly 300 employees participate and we hope to expand this framework to our other regions in the near future.

LEAD, EMPOWER, ADVOCATE, AND DISCUSS (LEAD)

We wanted to ensure we had a space for employees to find relevant and engaging content, as well as create a forum in which we could share the numerous DEI initiatives available to employees. We created an internal intranet site where employees can connect with employee resource groups (ERGs), and find resources to read, watch, listen and take action. The site is regularly refreshed with curated, relevant content.

DEI PULSE SURVEY

In FY21, we launched our first ever global DEI Pulse Survey. We had 67% global participation, including our corporate, retail and distribution center employees. The survey results helped us set our baseline for DEI efforts, and the data gained will inform how we prioritize our DEI initiatives efforts going forward because we know that what gets measured gets done. We will re-survey on a regular basis to help monitor progress and employee sentiment in all areas of our DEI efforts.

REGIONAL EFFORTS

We launched a taskforce in EMEA that has started discussions relating to issues specific to our Black employees and is driving actions aligned with corporate DEI strategic objectives over the short and long term. We also appointed a DEI specialist in the region to assist with implementing initiatives across our regions. Over the coming year, we hope to continue expanding our DEI initiatives and programming across regions.

We also host a DEI Speaker Series which brings in engaging guests to discuss DEI-related topics, from disability awareness and inclusion, to cultural appropriation, to the importance of allyship. These events are broadcast to our global employee audience and are widely attended by employees across roles, regions and locations.

INCLUSIVE FACILITIES

Deckers offers gender inclusive bathroom placards, front row parking for expectant mothers, and designated additional refrigerators in breakroom areas for employees who want to keep food separate for religious or personal reasons. Hourly employees are also provided with two floating holidays for religious, personal or cultural observances.

VOTING SUPPORT

We believe that being an engaged citizen requires civic courage and that when we exercise our right to vote, we exercise our right to advocate for change. To support our commitment to voting rights, Deckers has joined the Civic Alliance, a nonpartisan business coalition that champions democracy and civic participation. By supporting it's Joint Statement on Protecting Voting Access, Deckers joined more than 170 other companies in affirming that "if our government is going to work for all of us, each of us must have equal freedom to vote and elections must reflect the will of all voters." We also signed the Make Time to Vote Pledge committing to making sure employees have time off they need to cast their ballots. Deckers is proud of our support of equal access to the ballot box and the importance of exercising our right to vote.

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

PROMOTE DIVERSITY, GENDER EQUALITY, FEMALE EMPOWERMENT, AND INCLUSION FOR ALL (CONTINUED)

INCLUSION EFFORTS (CONTINUED)

EMPLOYEE RESOURCE GROUPS

In FY21, we created and launched a framework for employee resource groups (ERGs), which are a key component of creating and fostering an inclusive workplace. ERGs contribute to a greater sense of employee belonging and directly tie to our core values of "Come As You Are." They bring together people of diverse backgrounds to share innovative ideas, help accomplish business goals and foster greater connections. We encourage our employees to take part of one of our ERGs – or, if they don't find one that suits them – set up a new one. To date, we have a total of eight employee resource groups.

EMPLOYEE RESOURCE GROUPS (ERGS)

PRISM (LGBTQI+)	Reaching beyond boundaries to unite, advance and promote the LGBTQI+ community.
LTX (LATINX)	Promotes advancement, cultural awareness, talent recruitment, retention, and professional development of Latinx community.
DECKABILITY & ALLIES	Offers opportunity to connect and share resources for employees with disabilities or connections to people with disabilities and any other like-minded individuals.
BLK (BLACK)	Community support dedicated to amplifying Black voices and talent.
HEALTHY MINDS	Community support for employees with personal or family mental health relationships.
SOUTH ASIAN	Committed to increasing racial literacy, supporting recruiting and hiring of South Asian talent, and promoting cultural awareness at Deckers.
EXCELENTE	To improve and develop the excel skills of employees across Deckers globally.
VETERANS	Provides resources to help current and former service members, spouses, and advocates.

ERG + BUSINESS COLLABORATION

We are excited that our brands are connecting with our ERGs who are helping provide perspective and feedback to help ensure our product offerings are more inclusive.

Our PRISM ERG partnered with our UGG brand marketing and public relations teams to support 2021 Pride initiatives. Our DECKAbility and Allies ERG has helped review learning and development training for disability awareness and shared feedback. As our ERG community grows, so will the collaboration between our employees and different parts of the business.

We have also empowered our ERGs to host events for their members, as well as our broader global employee base. This year, our PRISM ERG hosted a DEI workshop with Crayola the Queen who talked about LGBTQIA+ historical facts, answered employee questions and sang for attendees! PRISM also hosted an informal drop-in session for employees, and a panel with GLAAD and Pacific Pride Foundation discussing pronoun protocol, the importance of LGBTQIA+ allyship and a live Q&A with employees.

Our Healthy Minds ERG hosted an event with a fitness and nutrition specialist discussing how to find mental strength, health and wellbeing.

Since launching our ERG toolkit, we have seen very high levels of employee engagement and we expect continued growth in the coming year with increased visibility of our many ERGs and the formation of new ERGs.

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

PROMOTE DIVERSITY, GENDER EQUALITY, FEMALE EMPOWERMENT, AND INCLUSION FOR ALL (CONTINUED)

INCLUSION EFFORTS (CONTINUED)

WOMEN'S LEADERSHIP SUMMIT

Our Women's Leadership Summit is an annual event hosted at our corporate headquarters that fosters creativity and inspiration and enhances our commitment to diversity and equity. We were thrilled to have been able to host the event in FY21 after having to cancel our FY20 event due to the COVID-19 global pandemic. The Women's Leadership Summit consisted of a moderated panel with our four female board members, as well as an outdoor yoga event at a park near the corporate headquarters. Attendance at both events was very high, as was engagement in this annual Deckers tradition.

OPTIONAL SELF-ID FIELDS AND PRONOUNS

In FY21, we added optional self-identification fields to our HRIS system, including additional gender, sexual orientation and disability pronouns. Adding this information to an employee's profile is optional and all data is used only an on aggregated basis, but we believe that collecting this information will help us better understand aspects of the diversity of our employee identities which will in turn enable us to create more inclusive DEI initiatives.

We also encouraged our employees to include gender pronouns in their email signatures. By doing so, we believe that we help create the space to enable individuals to identify themselves in the way in which they choose and affirm our individual value. Fostering inclusive behavior and empowering our employees to Come as They Are is integral to how we work and our Deckers core values.

CEO DIVERSITY PLEDGE

We signed **The Outdoor Industry CEO Diversity Pledge** in FY19 and we continue to support our commitment to diversify the outdoor industry. UGG, HOKA, Teva, Sanuk and Koolaburra by UGG remain committed to representing 60% BIPOC, LGBTQIA+, and diversity of body types and abilities in their marketing campaigns.

BRAND-SPECIFIC DIVERSITY AND INCLUSION EFFORTS

UGG PRIDE

UGG believes prom is an experience everyone should get to enjoy. For the fifth year, UGG and Pacific Pride Foundation reimagined the age-old tradition with PROUD Prom—an inclusive event with local LGBTQIA+ and allied youth from Santa Barbara and the coastal communities of California. A celebration of identity and love, this year's virtual prom included friends of the brand like Lil Nas X and Hari Nef.

VALUABLE 500

As part of an ongoing commitment to extend the feeling of UGG® universally, UGG, as well as Deckers, joined **The Valuable 500**, a global movement putting disability inclusion on the business leadership agenda. Striving to foster equity in everything it does, UGG will support and amplify the voices of people with disabilities from its process to its products.

PROMOTE DIVERSITY, GENDER EQUALITY, FEMALE EMPOWERMENT, AND INCLUSION FOR ALL (CONTINUED)

BRAND-SPECIFIC DIVERSITY AND INCLUSION EFFORTS (CONTINUED)

TEVA

TEVA collaborated with **Chrishabana** to create a beautiful custom sandal to benefit the Transgender Law Center. The statement making collaboration auctioned custom Teva sandals and Chrishabana jewelry pieces and evidences Teva's commitment to make great strides for equality and inclusivity.

TEVA PRIDE

Teva released an all-gender Pride Collection in May, ahead of June's LGBTQIA+ Pride month. The collection was built to inspire freedom and express individuality. To further its commitment to vehemently stand against discrimination and bias, Teva donated $35,000 to the Human Rights Campaign Foundation, an organization dedicated to encouraging the adoption of LGBTQIA+ inclusive policies and practices.

HOKA

To continue to amplify diverse voices in the outdoor community, HOKA teamed up with the Outbound Collective to highlight Slim Pickins' Outfitters, the first Black owned outdoor gear shop in the nation. During the pandemic, Slim Pickins' Outfitters struggled to keep their doors open but by helping to start a GoFundMe, bringing social awareness, a $1,000 donation, and a Q+A with owner Jahmicah Dawes, HOKA was able to assist Slim Pickins' Outfitters in raising over $170,000.

In FY21, the HOKA x Cotopaxi collab did more than create amazing gear. Cotopaxi is an ethical and sustainable outdoor gear brand and like HOKA they believe in inclusivity in the outdoors. Through this collab, HOKA was able to donate a percentage of sales to Big City Mountaineers, a non-profit that provides free, fully outfitted, and professionally led backcountry trips for youth in disinvested communities. In partnership with Cotopaxi, HOKA also sponsored Questival, a 24-hour adventure race where small groups of friends teamed up to complete community-oriented challenges that push them to explore the unknown in their city and the wild spaces around it.

BENEFITS

EMPLOYEE WELLNESS

We strive to be one of the best places to work and recognize our employees are at different stages of life and have specific individual needs. We offer affordable, innovative, comprehensive and competitive benefits package that range from health insurance, retirement plan, life insurance, disability, accident coverage, paid time off, paid and unpaid leave, mental health benefits and other voluntary benefits.

We have demonstrated a history of investing in our workforce by offering competitive salaries and wages, as well as annual increases based on merit. Annual incentive compensation is based on Company and individual performance. Further, to foster a stronger sense of ownership and align the interests of management with stockholders, restricted stock units are granted to a substantial proportion of our executive employees under our broad-based stock incentive programs. In addition, we engage a nationally recognized outside compensation and benefits consulting firm to independently evaluate the effectiveness of our executive compensation and total rewards programs and to provide benchmarking against our peers within the industry.

PARENTAL LEAVE POLICIES

Deckers values its employees and their families. We are pleased to offer a competitive paid parental leave program which offers up to 20 weeks of full pay for mothers and up to 8 weeks of full pay for fathers.

DEPENDENT CARE FLEXIBLE SPENDING ACCOUNTS

We offer a dollar for dollar employee contribution match (up to $2,500) toward childcare or senior care expenses through Dependent Care Flexible Spending Accounts. Child and senior care is incredibly important but costly and our goal is to help our employees cover some of these expenses. We also offer back up resources for child and senior care through Care@Work.

MENTAL AND PHYSICAL WELLBEING

The COVID-19 pandemic has brought added stress and anxiety to many of our employees' lives. We wanted to provide our employees with a resource to help manage their wellbeing. Headspace is a wellbeing app that offers stress reduction modules, guided meditation, sleep exercises, and breathing techniques and is available to all our employees to help support their wellbeing. We believe mental and physical wellbeing is essential to a focused and fulfilled workforce. We also offer an onsite fitness center with group fitness classes and trainings. Our hope is that these benefits will help our employees prioritize their physical and emotional wellbeing.

HEALTH SAVINGS ACCOUNT (HSA)

Our employees are offered the option to participate in an HSA that combines a high-deductible health insurance plan with a tax-favored savings account, enabling employees to build savings for heath expenses with pre-tax dollars. The plan is free to enroll and Deckers contributes a set amount into each enrolled employee's account to help jumpstart their savings. Money left in the saving account accumulates interest and belongs to the employee even after their employment ends. We encourage our employees and their families to save for today and be better prepared for whatever the future may bring.

CHARITABLE CONTRIBUTION DONATION MATCH

Deckers strongly believes in giving back. To encourage employees to contribute to charitable organizations that are of personal significance to them, Deckers offers a charitable donation match of up to $1,000 per year for corporate, full-time, benefits eligible employees. Additionally, our London office has a referral program match. When an employee refers someone who is offered and accepts employment at Deckers, a charitable donation is made to the referrer's chosen charity.

SOLAR AND ELECTRIC CAR REIMBURSEMENT PROGRAM

Deckers reimburses employees $1,000 if they install solar panels on their home or purchase an electric vehicle. In FY21, we had five employees take advantage of our electric vehicle reimbursement program and two employees take advantage of our solar installation reimbursement program. We are happy to help our employees live a more environmentally mindful life.

INTERNATIONAL BENEFITS

We take great care to ensure that our employees in different regions have similarly generous benefits available to them. Although our international benefits are structured differently depending on the region, benefits offered to our global employees are equally competitive.

The Company provides a 401(k) defined contribution plan that eligible US employees may elect to participate in through tax-deferred contributions or other deferrals. Internationally, the Company has various defined contribution plans. Certain international locations require mandatory contributions under social programs, and the Company contributes at least the statutory minimums.

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

COMMUNITY

COMMUNITY TARGETS

Positively impact the communities where we operate including assuring industry leading human rights practices within our supply chain

OUR APPROACH

Doing good while doing great is our mantra and this principle guides our overall corporate giving program. Our giving is strategically aligned with our sustainable development goals (SDGs), our DEI strategy, the environment, historically underserved youth, education, and community support. We will continue our focus on these key areas focused strategic approach into FY22 in support of these areas.

Doing good in the world through our charitable contributions, product donations, and employee volunteer efforts is an essential part of our culture and core to our values. Deckers continues to give in three ways: (1) monetary donations, (2) volunteer efforts, and (3) in-kind product donations. Employees are strongly encouraged to volunteer and we compensate each employee up to 24 hours of paid volunteer time each year.

MONETARY CONTRIBUTIONS

In FY21, we donated $2.13 million to various non-profit organizations in the global communities in which we operate. Additionally, our brand showcase retail store raised $97,564 for local organizations in the Santa Barbara community. With our focused approach we are able to make a more significant impact in those areas which matter most to us: people and the planet.

GLOBAL CHARITABLE CONTRIBUTIONS BY SECTOR (FY21)

Historically Underserved Youth	$163,520
Community	$415,460
COVID-19 Support	$260,000
DEI	$849,093
Education	$87,307
Environment	$192,000
Matching	$162,295
TOTAL	**$2,129,675**

FY21 GLOBAL CHARITABLE CONTRIBUTIONS
(BY SECTOR)

- **39.9%** DEI
- **19.5%** COMMUNITY
- **12.2%** COVID-19 SUPPORT
- **9.0%** ENVIRONMENT
- **7.7%** HISTORICALLY UNDERSERVED YOUTH
- **7.6%** EMPLOYEE MATCHING
- **4.1%** EDUCATION

GENDER EQUALITY, REDUCED INEQUALITIES, AND QUALITY EDUCATION

COMMUNITY (CONTINUED)

BRAND CHARITABLE SPEND FOCUS

UGG

BSR her project	**HERproject** HERproject's mission is to unlock the full potential of women working in global supply chains through workplace-based interventions on health, financial inclusion, and gender equality. HERproject is made possible by Business for Social Responsibility (BSR).
glaad	GLAAD works through entertainment, news, and digital media to share stories from the LGBTQIA+ community that accelerate acceptance.
NYC HEALTH+ HOSPITALS	The New York City Health and Hospitals Corporation, branded as NYC Health + Hospitals, operates the public hospitals and clinics in New York City as a public benefit corporation.
ACLU	The American Civil Liberties Union is a non-profit organization founded in 1920 "to defend and preserve the individual rights and liberties guaranteed to every person in this country by the Constitution and laws of the United States."

HOKA

IRONMAN FOUNDATION	**Ironman Foundation** The Ironman Foundation creates positive, tangible change in race communities through grant funding and volunteerism.
CAMBER OUTDOORS	**Camber Outdoors** Camber Outdoors supports workplace inclusion, equity, and diversity in the active-outdoor industries.
back on my feet	**Back on My Feet** Back on my Feet is an organization that uses the power of running in a community to help people transition out of homelessness.
eji Equal Justice Initiative	The Equal Justice Initiative is committed to ending mass incarceration and excessive pun-ishment the United States to challenging ra-cial and economic injustice, and to protecting basic human rights for the most vulnerable people in American society.

HOKA (CONTINUED)

ACLU	The American Civil Liberties Union is a non-profit organization founded in 1920 "to defend and preserve the individual rights and liberties guaranteed to every person in this country by the Constitution and laws of the United States."
OUTDOOR OUTREACH	Outdoor Outreach strives to connect youth to the transformative power of the outdoors. Since 1999, Outdoor Outreach has provided opportunities for more than 16,000 young people to explore their world, cultivate belonging, and discover what they're capable of.

TEVA

IT GETS BETTER 10	The It Gets Better Project's mission is to uplift, empower, and connect lesbian, gay, bisexual, transgender, and queer (LGBTQIA+) youth around the globe.
cotopaxi	The Cotopaxi Foundation supports global poverty alleviation by directing grants to selected nonprofits.
NAACP	NAACP works to disrupt inequality, dismantle racism, and accelerate change in key areas including criminal justice, health care, education, climate, and the economy.
OUTDOOR FOUNDATION OUTDOOR INDUSTRY ASSOCIATION	**Outdoor Industry Association Outdoor Foundation** The Outdoor Industry Association's Outdoor Foundation is dedicated to getting people outside for their health, the health of communities and the health of the outdoor industry.
The Conservation Alliance	**Conservation Alliance** The Conservation Alliance's mission is to engage businesses to fund and partner with organizations to protect wild places.

SANUK

CAMBER OUTDOORS	**Camber Outdoors** Camber Outdoors supports workplace inclusion, equity, and diversity in the active-outdoor industries.
brown girl surf	Brown Girl Surf works to build a more diverse, environmentally reverent, and joyful women's surf culture by amplifying the voices of women of color surfers, increasing access to surf-ing, and cultivating community.
SURFRIDER FOUNDATION	The Surfrider Foundation is dedicated to the protection and enjoyment of the world's ocean waves and beaches, for all people, through a powerful activist network.

COMMUNITY (CONTINUED)

IN-KIND PRODUCT DONATIONS

We are committed to sustainability and to furthering the life of a product where possible. Returns which are capable of being resold are (e.g. returns tried on but returned for sizing issues, etc.). All others are donated to those in need through one of our charitable partnerships.

Since 2006, we have donated over 1.125 million pairs of shoes to charitable organizations. In FY21, we donated 116,259 pairs to Soles4Souls, a non-profit organization that provides products to individuals in need, and also helps to divert products that would otherwise be destined for landfill.

NOTABLE MONETARY DONATIONS

RACIAL AND SOCIAL JUSTICE GIVEBACKS

In June 2020, we announced a $500,000 donation to organizations taking action against systemic injustices facing Black lives across the U.S. and beyond. In June 2021, we once again donated $500,000 to organizations that support social and racial justice around the globe. This will be a recurring annual donation and underscores our commitment to using our platforms to help elevate others.

SAVORY

In FY21, we established a grant with the Savory Institute. The grant provides holistic solutions and world-class implementation to promote soil health and biodiversity, with a goal of transitioning the Australian sheepskin industry to regenerative. Our investment of over $3.3 million will restore 1,000,000 acres of land by 2025.

COVID-19 RELIEF

COVID-19 changed the world, and has changed not just our business—but so many others—forever. Throughout the pandemic, Deckers has remained steadfast in its promise to continue supporting our local communities across the globe. Santa Barbara is a tight-knit community filled with family-run restaurants and local businesses. We set out to do something to support relief efforts in our local community and established the Santa Barbara Better Together Fund, a partnership with the Santa Barbara Foundation, to help support COVID-19 relief efforts in the local Santa Barbara area. The fund is focused on supporting small businesses and the thousands of people they employ, and to help ensure their survival for the long-term health of the Santa Barbara community in which our corporate headquarters is located.

Deckers donated $260,000 to the organizations below in order to help support the populations and communities most critically affected by the huge impact of COVID-19.

- United Way of Santa Barbara County
- Foodbank of Santa Barbara County
- NY City Health and Hospitals
- Navajo Hopi Health Foundation

SB BETTER TOGETHER FUND

In FY21, grants were given to small businesses funded by the Santa Barbara Better Together Fund and 5 different municipalities in Santa Barbara County. These grants totaled over one million dollars in support and reached over 150 small businesses in Santa Barbara County. Our hope is that these grants have helped businesses in our local community during a challenging time.

We were thrilled that one of the grantees, Draughtsmen Aleworks, saw the need to 'pay it forward' and return the support they received by partnering with the Santa Barbara Better Together Fund and Deckers to create a Charity Beer Series. The proceeds from this series benefited selected charitable organizations in Santa Barbara County.

We remain eternally grateful for our frontline workers: truck drivers, grocery store associates, medical doctors, nurses, scientists and researchers who are truly making a difference, and this was our way of showing of appreciation for their heroism in times of crisis. We sincerely hope that our modest efforts brought them some comfort during these challenging times.

In honor of Black History Month and as part of Deckers' ongoing commitment to amplify and celebrate Black culture and voices, we also announced an annual donation to the United Negro College Fund. This recurring scholarship fund will support students who are pursuing careers in sustainable fashion, innovation or design—areas near and dear to us at Deckers.

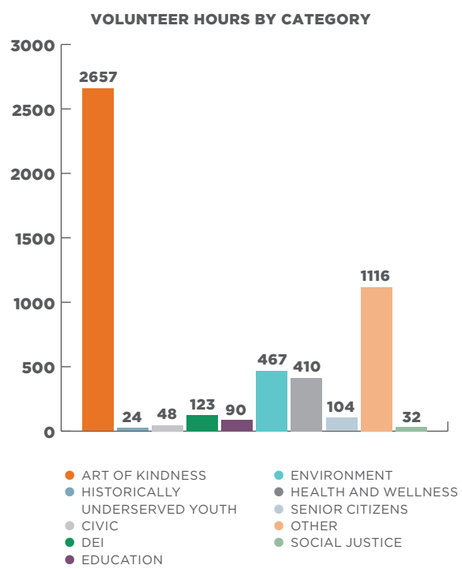
FY21 VOLUNTEER EFFORTS BY REGION

We appreciate the opportunity to give back to our communities monetarily, but we also see the true value in volunteering our time. Deckers encourages employees to volunteer their time by compensating each employee up to 24 hours of paid volunteer time each year. Those employees who donate 100 hours of volunteer time per calendar year receive a $1,000 donation from Deckers to a charity of their choice. We are truly better together, this is our way of showing our commitment and encouragement to employees who serve our communities.

In FY21, we held our inaugural Art of Kindness which is a weeklong, bi-annual event where employees come together (with appropriate COVID restrictions in place), to make a difference in the communities in which we work and live. In Art of Kindness events alone, our employees volunteered a collective 2,600 hours, over half of our total FY21 volunteer hours. This shows the power behind collectively coming together, to volunteer, and make a substantial impact in our local communities.

Our employees volunteered approximately 5,073 hours in FY21. By region, our US offices volunteered approximately 3,176 hours, APAC offices volunteered 1,519 hours and EMEA offices volunteered 301 hours. We have far surpassed our target of increasing our volunteer hours 20% by 2023.

Our employees are passionate about volunteering and feel proud to work for an organization that encourages them to actively volunteer.



COMMUNITY (CONTINUED)

GLOBAL VOLUNTEER EFFORTS

GUANGZHOU

In FY21, a large group of employees from our Guangzhou office came together to clean up a local hiking trail. This team also encouraged our factory partners to participate, showcasing our commitment to work with partners who share in our environmental stewardship.

VIETNAM

Our Ethical Supply Chain team coordinated an event to give back to those in need from the continued challenges presented by COVID-19. Our team, along with help from our local suppliers, donated 110 gift packages which included rice, cooking oil, facemasks, hand sanitizers and many other necessities. At the event, a local physician also spoke to the audience of 250 individuals regarding COVID-19 prevention measures. Next year, the team intends to continue on its quest to clean one beach per year.

HONG KONG

Deckers Hong Kong distributed high quality reusable fabric face masks to our employees in an effort to cut down on the waste created by disposable masks. The team's efforts to incorporate reusable fabric masks has helped significantly reduce the amount of waste created by single-use face masks. The office also donated to Operation Smile, an organization that provides free, safe & high quality surgeries for more than 308,000 children who are born with cleft lip, cleft palates or other facial deformities in developing countries.

EMEA

LONDON

Deckers' London Office generously donated to Coram's Fields, a seven-acre children's sanctuary and provider of key community services including a Youth Center and free Sports Program. Our donation supported children, young people and families in central London through the COVID-19 crisis, many of whom face poverty and are living in overcrowded accommodations.

We are proud that our offices around the globe are committed to continuing to make a difference in their local communities even during these challenging times.

COMMUNITY RECOGNITION

FOOTWEAR NEWS

Footwear News recognized Deckers Brands as "Company of the Year" noting our dedication to ESG (environmental social governance), including our donation of "$1 million to COVID relief efforts" last year.

INVESTOR'S BUSINESS DAILY

Investor's Business Daily recognized Deckers as one of the Best ESG Companies. Deckers was ranked #15 in FY21, up from #20 in FY20.

AMERICA'S MOST RESPONSIBLE COMPANIES

Deckers was also recognized as by Newsweek as **one of America's most responsible companies for 2021**. Four hundred companies were recognized, and only nine were from the footwear and apparel sector.

MONTECITO JOURNAL

The Montecito Journal, a local Santa Barbara publication, featured our giving program, spotlighting "How Deckers Brands Exemplifies Values-Driven Giving."

CARING COMPANY AWARD

The Hong Kong Council of Social Service recognized Deckers for the tenth year as a **Caring Company** for its commitment to caring for the community, caring for employees, and caring for the environment.

EQUAL OPPORTUNITY EMPLOYER RECOGNITION SCHEME

The Equal Opportunity Employer Recognition Scheme in Hong Kong exists to promote the values of equal opportunities, diversity and inclusion in the workplace, and to recognize the achievements of employers that demonstrate a commitment to implementing policies and practices based on these values. Deckers was very pleased to receive the Outstanding Small to Medium Enterprise award for the Gender Equality, Family Status Equality and Racial Equality and Inclusion categories as recognition of our many DEI efforts.

GOOD EMPLOYER CHARTER BY LABOUR DEPARTMENT

The Hong Kong SAR government recognized Deckers Brands as a Good Employer. The award goes to organizations that have excelled in caring for their employees, promoting a healthy work-life balance, and for exemplary communication with their employees.

GOOD MPF EMPLOYER AWARD

The Good MPF Employer Award given by the Mandatory Provident Fund Schemes Authority in Hong Kong aims to cultivate employers' responsibility under the law, and give recognition to employers who strive to enhance retirement protection for their employees. Deckers was pleased to receive this award from the MPFA.

REI'S 2020 VENDOR PARTNER OF THE YEAR: HOKA

HOKA was presented with REI's 2020 Vendor Partner of the Year award in FY21. The brand was selected for its progressive products, compelling collaborations and product innovation. REI also recognized HOKA for its commitment to impact agendas including the brands commitment to diversity, equity, and inclusion.

ENVIRONMENT

MATERIALS: MAXIMIZE THE AMOUNT OF PREFERRED MATERIALS IN OUR PRODUCTS

CLIMATE CHANGE AND CLEAN ENERGY: REDUCED ENERGY CONSUMPTION AND CARBON EMISSIONS THROUGHOUT OUR OPERATIONS

WATER: REDUCE WATER CONSUMPTION AND IMPROVE WATER QUALITY THROUGHOUT OUR OPERATIONS AND THE COMMUNITIES IN WHICH WE OPERATE

WASTE: SUSTAINABLY REDUCE WASTE GENERATED AT OUR FACILITIES AND PARTNER FACILITIES THROUGH REFUSE, REDUCTION, RECYCLING, AND REUSE

ENVIRONMENT

MATERIALS

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

MATERIALS

MAXIMIZE THE AMOUNT OF PREFERRED MATERIALS IN OUR PRODUCTS

OUR APPROACH

We strive to maximize the amount of preferred materials in our products (including recycled, renewable, regenerated, and certified preferred/natural materials). When we understand what our products are made of and where they come from, it allows us to make better sourcing decisions, guiding our brands toward more sustainable material selections.

Our lifecycle assessment tool enables us to understand valuable environmental impact metrics, allowing us to evaluate the entire footprint, across all gates, of each of our materials. The environmental impact metrics we study are Fossil Fuel (MJ), Greenhouse Gas Emission with Carbon Uptake (lbs. CO2 eq), Water Usage (Gallons of Water), and Freshwater Eutrophication (lbs. of PO4). We believe that each of the environmental impact metrics we study are important to evaluate as they ladder up to our sustainable development goals and affect the health and vitality of the planet.

Knowing what goes into our product is incredibly important, but we also must be thinking about a circular economy when it comes to product design. We strive for 100% of all products to be designed with a circular economy in mind. This means all opportunities within a circular economy should be explored including repair, resale, upcycled, downcycled, recycled, materials that naturally degrade, etc.

**Our priority raw materials are sheepskin and wool. Sourcing these materials involves risk, including those related to climate change and environmental regulations; new or proposed legislation, such as laws restricting our ability to use sheepskin in our products; social perceptions about the use of sheepskin and wool, including as a result of evolving ethical, political, or social standards; and supplier-related risks involving animal welfare concerns, as well as labor and human rights practices in connection with their operations. Each of these risks could affect the availability and costs of these materials or the demand for our products.*

CIRCULAR ECONOMY

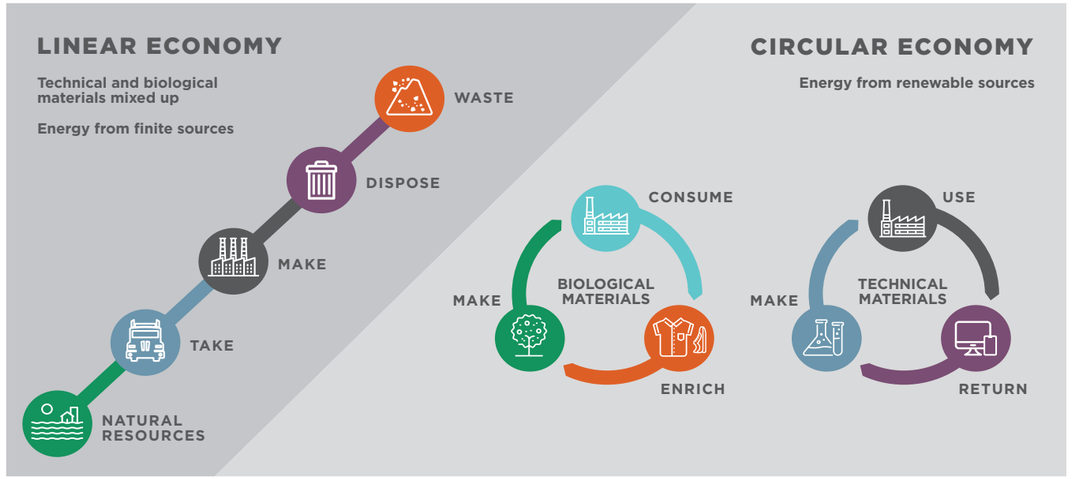
We have always said we want to be disruptive in the best possible way. For Deckers, being disruptive means we are challenging ourselves and our industry, being creative and innovative, and working toward solutions for challenges plaguing our planet.

We strive to think in a circular way rather than the linear model of 'take-make-waste.' There are three key pillars of a circular economy: (1) design out waste and pollution, (2) keep products and materials in use, and (3) regenerate natural systems.

Here is our approach to a circular economy:

1) DESIGN OUT WASTE AND POLLUTION

- Looking at our products and packaging in detail and asking ourselves, "Is this necessary?" By simplifying our products, we can cut down on materials and waste.
- Each of our brands have midsole/outsole, packaging, and textile waste targets.
- We recognize that packaging also must not be overlooked when it comes to end-of-life. Containers and packaging make up a major portion of municipal solid waste and plastics are a rapidly growing segment of municipal solid waste. We look critically at our packaging and challenge ourselves to report our packaging availability to be recycled based on US EPA standards.
- Considering the pollutive nature of manufacturing we are doing what we can to reduce pollutants, including looking at how much energy and GHG our partners are using, exploring other options outside of incineration for waste, and proper wastewater disposal.



2) KEEP PRODUCTS AND MATERIALS IN USE

- Longevity and durability are very important and something we are committed to studying for all our brands. We make products that are built to last. Currently, on average over half our UGG customers wear their Classic boots for five years or more. We want to broaden our studies into FY22 and beyond to understand and extend the life of our products.
- We are excited to explore color ecology in FY22. Color is an important factor in longevity—we want to explore it and determine which colors are core colors and which colors are trend colors. Core—meaning they will live for a longer period of time in our consumers' closets; and Trend—meaning they live for a shorter period of time. Our hope is to use the insights gained from this project to guide our materials decisions moving forward. For example, if a product is going to live for a shorter period of time we strive to design it with preferred, lower impact materials.
- Understanding footwear recycling is in its infancy globally, we are exploring all available opportunities to extend the life of our products. This includes offering resale of gently worn products and refurbishment options for those consumers who don't want to let go of their favorite product.
- Where we can recycle, we will, as evidenced by our TerraCycle® partnership for Teva sandal recycling.
- By 2030, 100% of our products will be designed with the circular economy in mind. For us, this means we will look at repair, resale, upcycling, downcycling, preferred materials that natural degrade, etc.

3) REGENERATE NATURAL SYSTEMS

- One example is our effort to revolutionize the sheepskin farming industry in Australia by committing to restore 1,000,000 acres of land by 2025 through regenerative farming practices with the Savory Institute.

ENVIRONMENT

MATERIALS (CONTINUED)

PRODUCT MATERIALS

DECKERS MATERIALS SUBSTRATE BREAKDOWN

Understanding our total material substrate breakout helps direct us to the areas that need the most attention and prioritize decisions to improve our overall impact strategically. We look at substrates both in our footwear and our accessories, apparel, and home goods products. This section will provide greater visibility of Deckers level (a) substrate breakdown, (b) fiber/non-fiber breakdown, and (c) preferred materials. Non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).

We are enhancing our reporting this year and it is exciting to see movement in categories of more sustainable materials as a result of increased awareness, guidance and education. Some significant materials-related achievements to note:

- 100% of sheepskin is sourced from Leather Working Group (LWG) certified tanneries that develop and maintain robust protocols which assess the environmental compliance and performance capabilities of leather manufacturers and promotes sustainable environmental practices
- 98.67% of wool (used in our footwear products) is repurposed and 1.33% is virgin, with a commitment to either eliminate virgin wool usage entirely or ensure it is Responsible Wool Standard certified
- 51.59% of all co-polyester fibers and films used in our footwear comes from post-consumer, post-industrial, or come from renewable sources
- 32.69% of all fibers used in our footwear are preferred
- 20.91% of all cotton fibers used in our footwear, and 89.29% of our apparel, accessories, and home goods, is sourced from a sustainable cotton growing scheme or are made of recycled materials

DECKERS TOP USED MATERIALS

DECKERS FOOTWEAR TOP MATERIALS

RANK	MATERIAL TYPE	USAGE
1	EVA	14.96%
2	POE Polyolefin	12.21%
3	Polyester/PET	11.94%
4	LWG Leather and Suede	11.39%
5	LWG Sheepskin	9.44%
6	Polyurethane	5.73%
7	Repurposed Wool	4.74%
8	Aluminum Silicate	3.54%
9	Recycled Polyester/RPET	2.78%
10	Conventional Cotton	2.17%

DECKERS APPAREL, ACCESSORIES AND HOME GOODS TOP MATERIALS

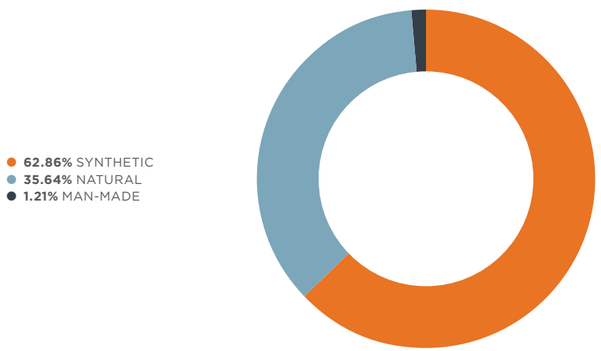
RANK	MATERIAL TYPE	USAGE
1	Polyester/PET	40.87%
2	Responsible Cotton and/or Recycled Cotton	30.51%
3	LWG Sheepskin	5.47%
4	Modal	4.41%
5	Conventional Cotton	3.66%
6	Recycled Polyester/RPET	2.77%
7	Nylon	2.48%
8	Spandex Elastane	2.15%
9	Viscose	1.39%
10	LWG Leather and Suede	0.98%

ENVIRONMENT

MATERIALS (CONTINUED)

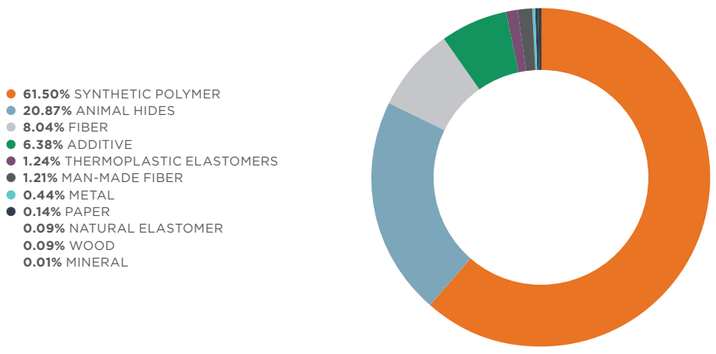
DECKERS FOOTWEAR SUBSTRATE BREAKDOWN

FY21 DECKERS FOOTWEAR SUBSTRATE BREAKDOWN



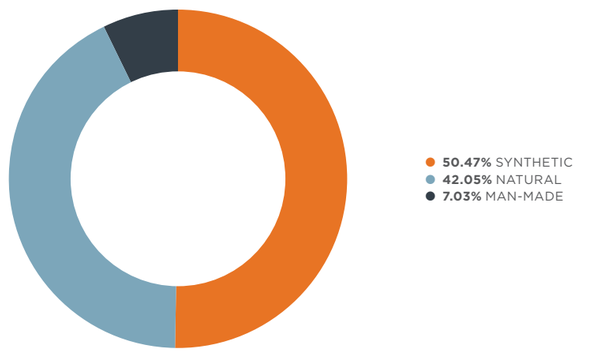
**Natural: A natural material is any product or physical matter that comes from plants, animals, or the ground (including minerals and metals).*
Synthetic: petroleum-based materials.
Man-made: Comes from a natural source then altered by human beings.

FY21 DECKERS FOOTWEAR SUBSTRATE TYPE BREAKDOWN



DECKERS APPAREL SUBSTRATE BREAKDOWN

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS SUBSTRATE BREAKDOWN



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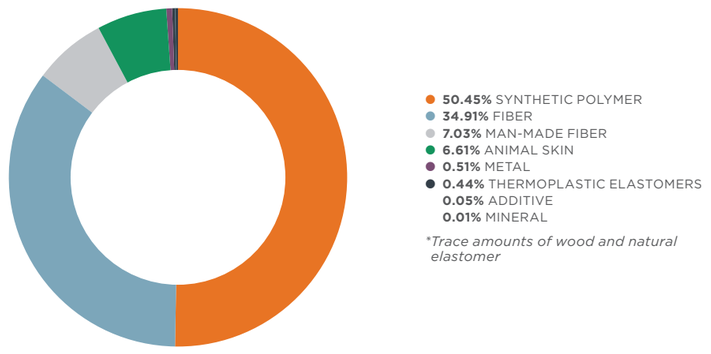
Synthetic: petroleum-based materials.
Man-made: Comes from a natural source then altered by human beings.

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME SUBSTRATE TYPE BREAKDOWN

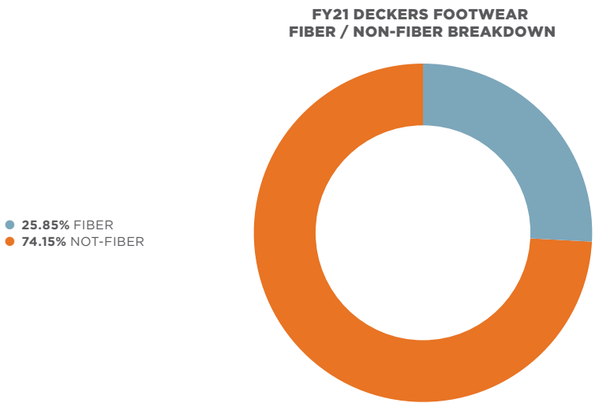


**Trace amounts of wood and natural elastomer*

ENVIRONMENT

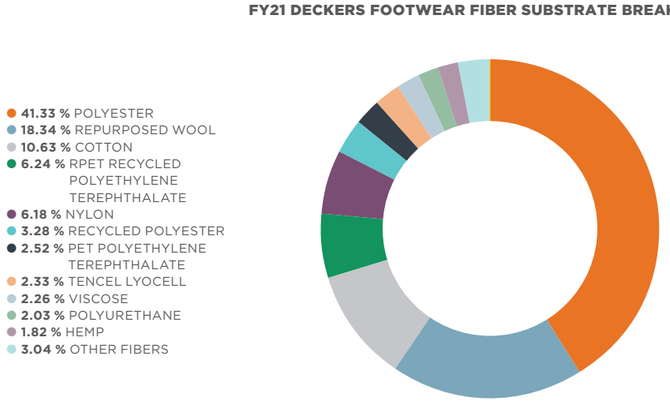
MATERIALS (CONTINUED)

FY21 FOOTWEAR FIBER USAGE UPDATE

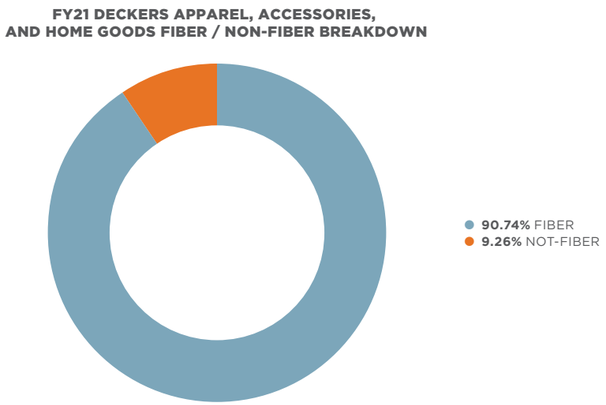


**As a reminder, non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).*

DECKERS FOOTWEAR FIBER SUBSTRATE BREAKDOWN



FY21 APPAREL FIBER USAGE UPDATE



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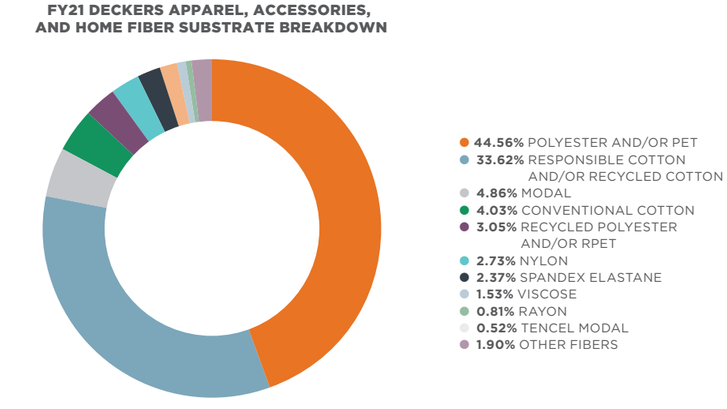
DECKERS APPAREL FIBER SUBSTRATE BREAKDOWN

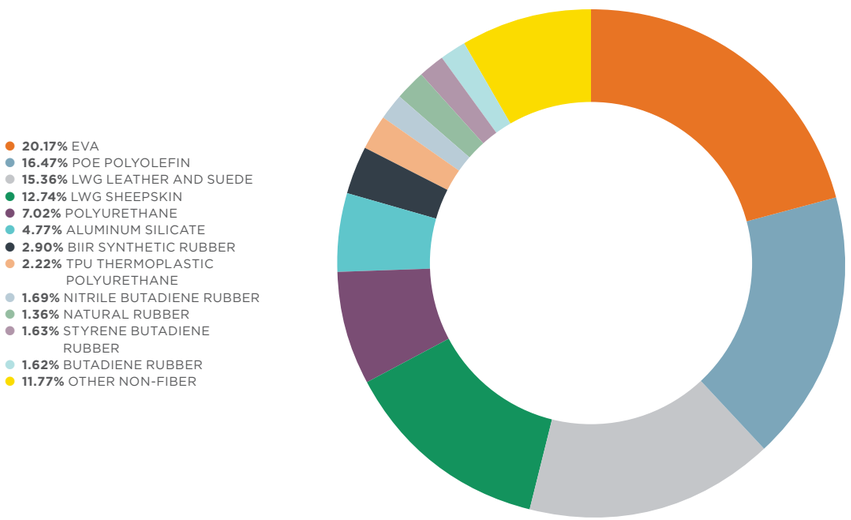


ENVIRONMENT

MATERIALS (CONTINUED)

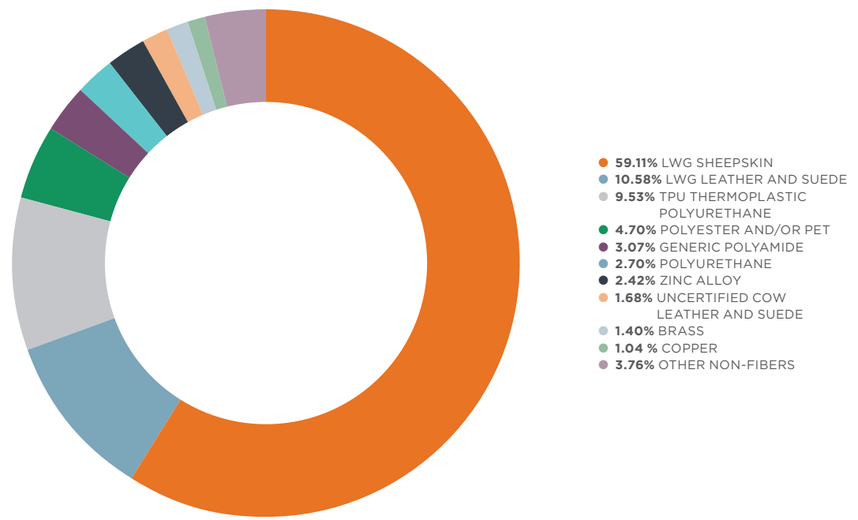
DECKERS FOOTWEAR NON-FIBER SUBSTRATE BREAKDOWN

FY21 DECKERS FOOTWEAR NON-FIBER SUBSTRATE BREAKDOWN



FY21 APPAREL NON-FIBER USAGE UPDATE

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME NON-FIBER SUBSTRATE BREAKDOWN



ENVIRONMENT

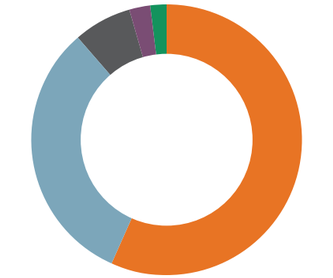
MATERIALS (CONTINUED)

DECKERS FIBER AND NON-FIBER BY BRAND WEIGHT

Each of our brands make up different percentages of our overall footprint. Understanding the overall make up guides our materials decisions and allows us to focus on those changes that will have the greatest impact first.

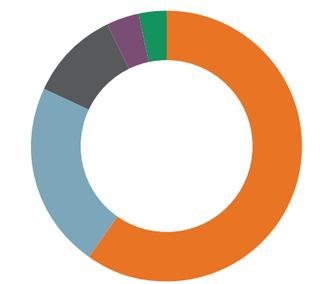
Of our entire footwear fiber weight usage, our brands are broken up as follows:

FY21 DECKERS FOOTWEAR FIBER WEIGHT USAGE BY BRAND



56.9% UGG **31.99%** HOKA **6.84%** TEVA
2.54% KOOLABURRA **1.74%** SANUK

FY21 DECKERS FOOTWEAR NON-FIBER WEIGHT USAGE BY BRAND

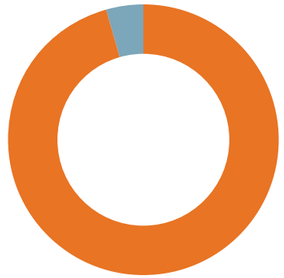


59.91 % UGG **22.31 %** HOKA **10.75 %** TEVA
3.87 % KOOLABURRA **3.16 %** SANUK

APPAREL, ACCESSORIES, AND HOME GOODS FIBER BY BRAND

Currently, only our UGG and HOKA brands have apparel, accessories or home lines. Of our entire apparel, accessories and home fiber weight usage, UGG represents 95.70% of our footprint while HOKA represents 4.30%.

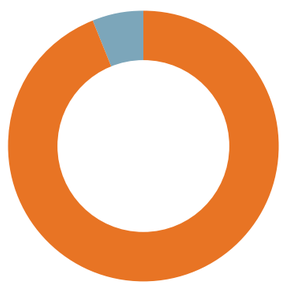
FY21 DECKERS APPAREL, ACCESSORIES, AND HOME FIBER WEIGHT USAGE BY BRAND*



97.03% UGG
2.97% HOKA

**Note the above excludes minor amounts of Teva, Sanuk, and Koolaburra apparel/accessories.*

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME NON-FIBER WEIGHT USAGE BY BRAND*



93.89% UGG
6.11% HOKA

**As a reminder, non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).*

PREFERRED MATERIALS

Deckers brands continues to seek the most sustainable materials for our products. Our material suppliers play a key role in helping us achieve our materials related SDGs and we challenge them to join in our commitment. They have been offering preferred synthetics (e.g. recycled polyester, recycled nylon, recycled polyethylene, and biobased ethylene), preferred regenerated or man-made cellulosic fibers (e.g. TENCEL™ Lyocell and TENCEL™ Modal), preferred plant fibers (e.g. cotton sourced via responsible cotton schemes, hemp, linen, ramie and jute), Preferred Wool (e.g. UGGpure repurposed wool), and Preferred Down (e.g. Responsible Down certified).

Additionally, we will only source paper, pulp, packaging and forest products, including man-made cellulosic fibers like viscose, rayon, and other trademark brands from legally harvested, sourced, transported and exported sources, and we prohibit sourcing from tree plantations that were established after 1994 through conversion or simplification of natural forests.

This section will provide more visibility into (1) preferred vs. non-preferred fiber consumption, (2) preferred vs. non-preferred non-fiber usage, and (3) preferred materials we use and why we believe them to be more preferred.

ENVIRONMENT

MATERIALS (CONTINUED)

DECKERS PREFERRED MATERIALS

FY21 DECKERS FOOTWEAR PREFERRED MATERIAL BREAKDOWN

- **67.31%** NON-PREFERRED
- **32.69%** PREFERRED

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME PREFERRED MATERIAL BREAKDOWN

- **55.19%** NON-PREFERRED
- **44.81%** PREFERRED

ENVIRONMENT

MATERIALS (CONTINUED)

DECKERS PREFERRED FIBERS

FY21 DECKERS FOOTWEAR PREFERRED FIBER BREAKDOWN

- **64.73%** NON-PREFERRED
- **35.27%** PREFERRED

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME PREFERRED FIBER BREAKDOWN

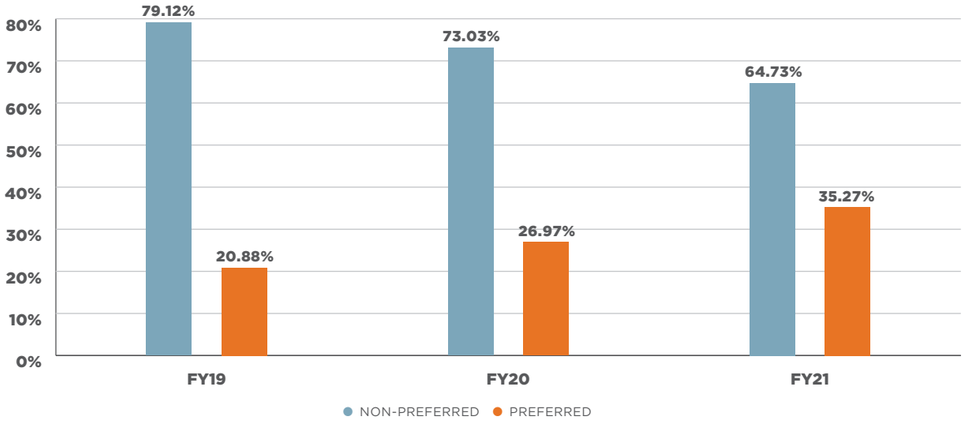
- **57.78%** NON-PREFERRED
- **42.22%** PREFERRED

ENVIRONMENT

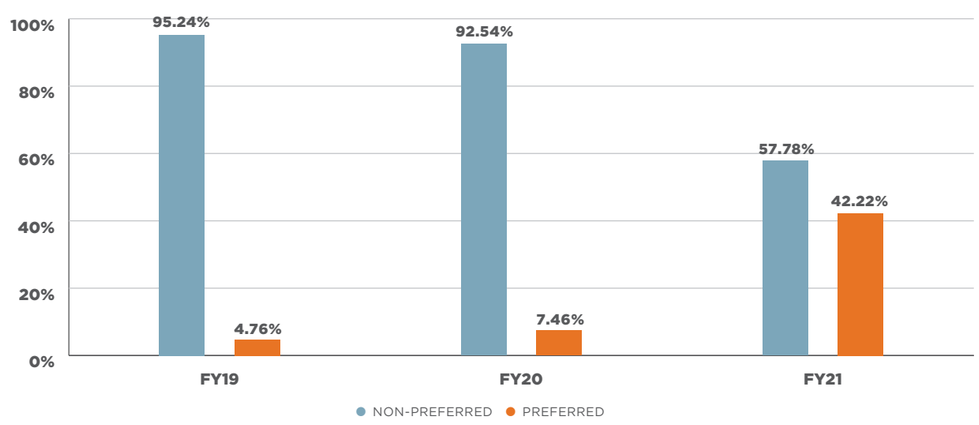
MATERIALS (CONTINUED)

DECKERS PREFERRED FIBER GROWTH

DECKERS BRANDS FOOTWEAR PREFERRED FIBER GROWTH



DECKERS BRANDS APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED FIBER GROWTH



ENVIRONMENT

MATERIALS (CONTINUED)

DECKERS PREFERRED NON-FIBERS

FY21 DECKERS FOOTWEAR PREFERRED NON-FIBER BREAKDOWN

● **68.21%** NON-PREFERRED ● **31.797%** PREFERRED

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME PREFERRED NON-FIBER BREAKDOWN

● **70.14%** NON-PREFERRED ● **29.86%** PREFERRED

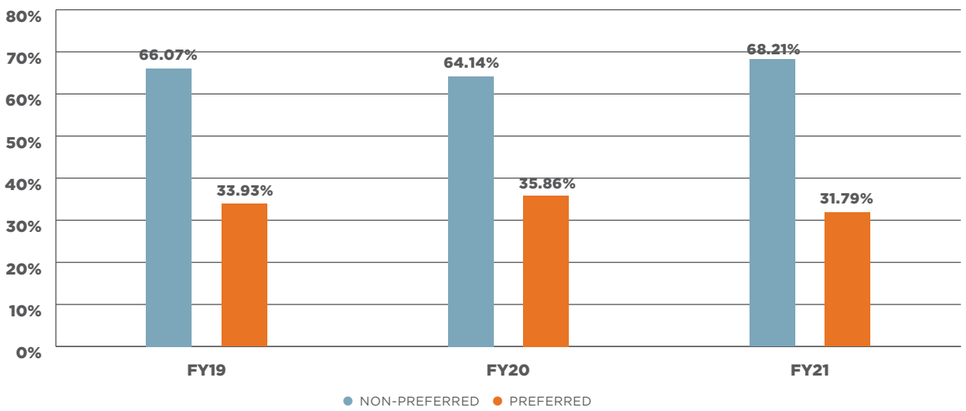
**As a reminder, non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).*

ENVIRONMENT

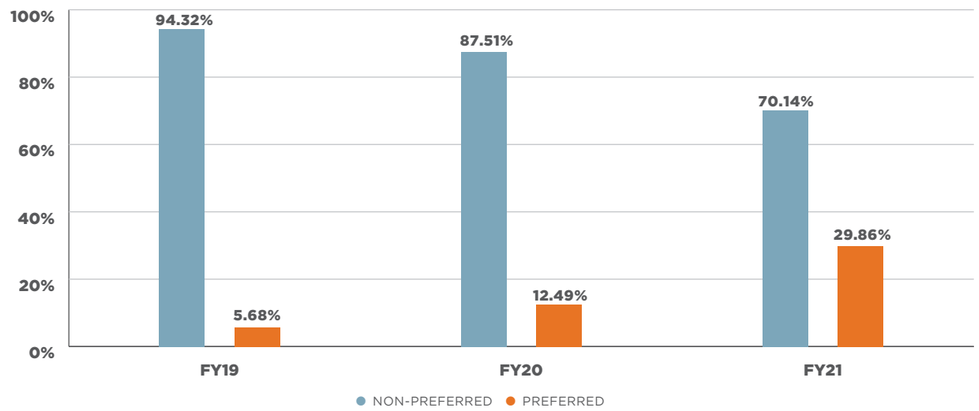
MATERIALS (CONTINUED)

DECKERS PREFERRED NON-FIBER BREAKDOWN

DECKERS BRANDS FOOTWEAR PREFERRED NON-FIBER BREAKDOWN



DECKERS BRANDS APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED NON-FIBER BREAKDOWN



**As a reminder, non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).*

ENVIRONMENT

MATERIALS (CONTINUED)

PREFERRED LEATHER AND SHEEPSKIN

We use only the best leather and sheepskin in our products. For us that means leather and sheepskin that not only meet our strict aesthetic requirements, but also meet environmental criteria. The vast majority of our leather and sheepskin comes from Leather Working Group (LWG) certified tanneries and we want to ensure that 100% of all our leathers and sheepskin used in our footwear is LWG by FY22. Since 2005, LWG has identified environmental best practices in the tanning industry, and has provided companies with guidelines for continuous improvement. LWG offers a suite of auditing tools to assess the environmental performance of tanning facilities, and they only certify those facilities that meet LWG's robust standards. This section will discuss the environmental benefits of using LWG and the importance of traceability.

BENEFITS OF LWG LEATHERS

LEATHER WORKING GROUP
Improving Environmental Stewardship

LWG LEATHER VS. STANDARD TANNING*

In FY21, we used approximately 40 million sq. ft. of leather and suede. 99.88% of the leather supply we source for our footwear came from LWG certified tanneries. LWG promotes sustainable and environmentally friendly business practices within the leather industry. All licensees and agents will be required to use LWG certified leathers in our products by 2022. We compared our LWG (all levels: gold, silver and bronze) leather and suede usage against the same usage in its conventional standard leather and suede tanning form. By sourcing through LWG certified tanneries, we saved over 390 million MJs of energy, over 19.5 billion liters of water and over 65 million lbs. of CO_2 eq. emissions.

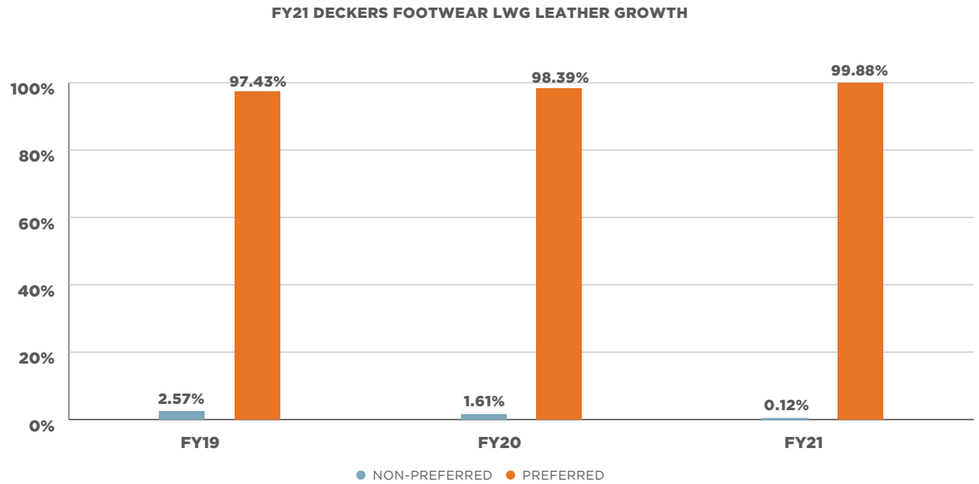
Note, the above includes all leather and sheepskin used in all our products from all material categories.

65,350,249
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO_2)

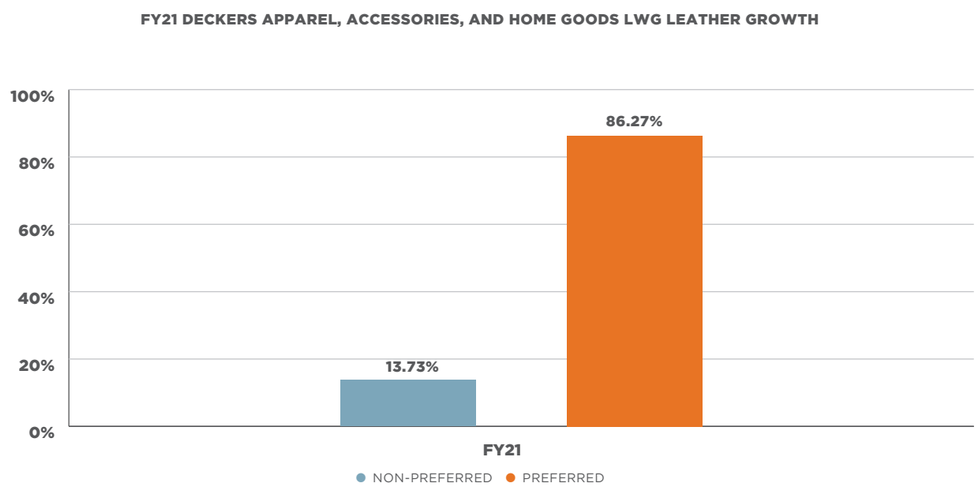
19,549,723,906
WATER SAVED (LITERS OF WATER)

390,861,154
ENERGY SAVED (MJ)

LWG LEATHER GROWTH



Note, we expect all our leather and suede to be 100% LWG certified by FY22 in our footwear products.



Note, we expect all our leather and suede for footwear to be 100% LWG certified by FY22 and 2025 for apparel, accessories and home.

ENVIRONMENT

MATERIALS (CONTINUED)

PREFERRED LEATHER AND SHEEPSKIN (CONTINUED)

BENEFITS OF LWG SHEEPSKIN

LWG SHEEPSKIN VS. STANDARD SHEEPSKIN*

In FY21, we used nearly 37.9 million sq. ft. of sheepskin. Sheepskin processing is environmentally taxing because it requires the additional impacts of scouring, bleaching and dyeing. We want to make sure we are using tannery partners, like LWG, who promote sustainable environmental practices. 100% of the sheepskin we used in our footwear was sourced through LWG certified tanneries. We compared our LWG (all levels: gold, silver and bronze) sheepskin usage against the same usage in its conventional standard sheepskin tanning form. By sourcing our sheepskin through LWG certified we saved over 147 million MJs of energy, over 19.5 billion liters of water and over 24.7 million lbs. of CO2 eq. emissions.

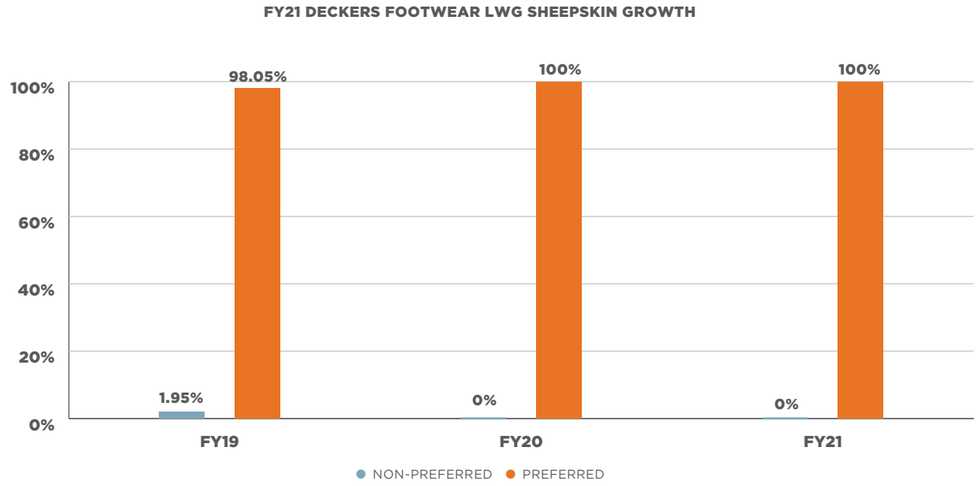
*Note, the above includes all leather and sheepskin used in all our products from all material categories

24,746,490
Greenhouse Gas Emissions Saved (lbs of CO2)

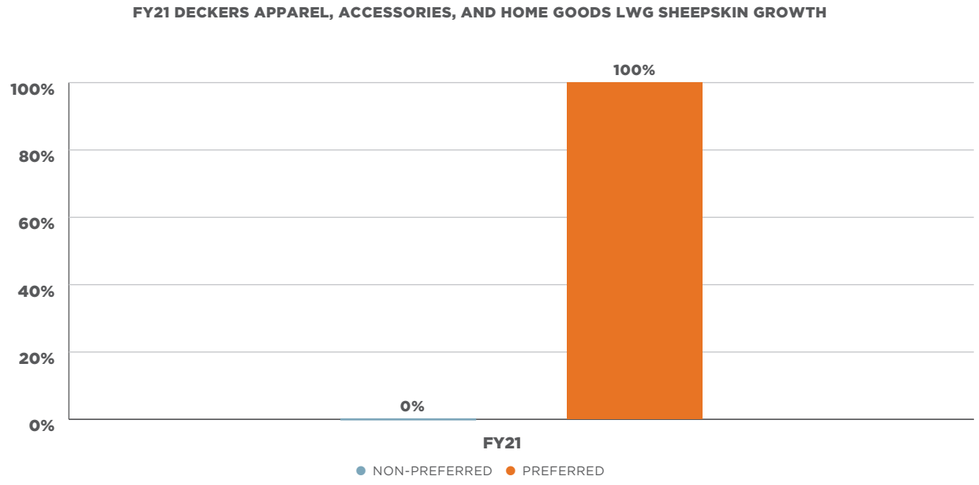
19,560,258,868
WATER SAVED (LITERS OF WATER)

147,621,227
ENERGY SAVED (MJ)

LWG SHEEPSKIN VS. STANDARD TANNING*



*Note, we have maintained 100% LWG sheepskin from FY20 to FY21



*Note, this is our first year reporting apparel, accessories and home goods—we intend to maintain 100%.

ENVIRONMENT

MATERIALS (CONTINUED)

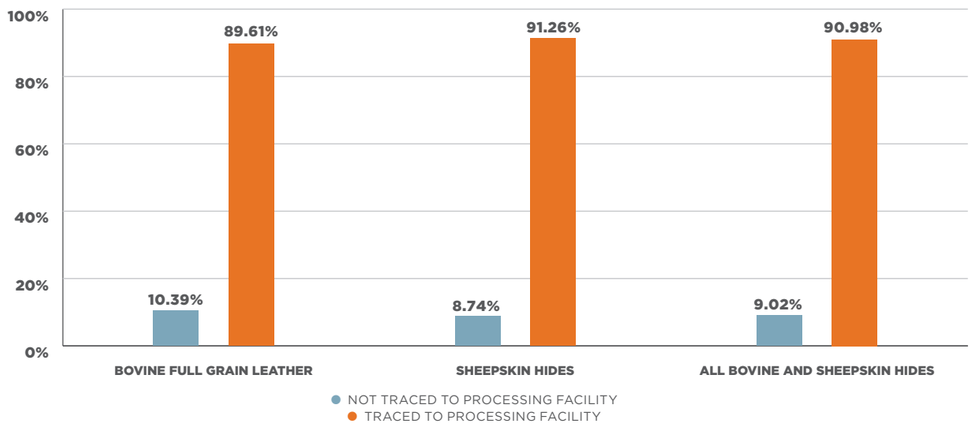
SHEEPSKIN AND LEATHER TRACEABILITY EFFORTS

Knowing where our hides originate helps us ensure we're not sourcing from countries that contribute to deforestation, participate in live transport, or other animal welfare abuses.

SHEEPSKIN AND LEATHER TRACEABILITY TARGETS

We aim to trace a minimum of 85% of all bovine and sheepskin back to the processing facility within the leather and sheepskin materials categories and 100% of all hides/skin back to the country of origin within the leather and sheepskin material categories. In FY21, we were able to trace 91.26% of our sheepskin and 90.98% of our bovine full grain, surpassing our targets. Please note, the charts that follow only depict leather and sheepskin hides in our footwear, but we strive to incorporate our in-house apparel, accessories and home goods in the future.

FY21 DECKERS FOOTWEAR HIDES TRACED TO PROCESSING FACILITY



**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report.*

ENVIRONMENT

MATERIALS (CONTINUED)

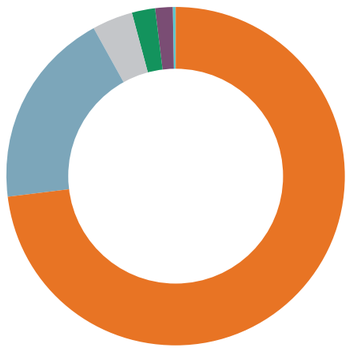
SHEEPSKIN AND LEATHER TRACEABILITY EFFORTS (CONTINUED)

FY21 DECKERS COUNTRY OF ORIGIN TRACEABILITY

Our hides are a byproduct of the meat industry and, as such, our dealings are with the processing facility and not the farming operations. Although this presents certain challenges, we are committed to doing our due diligence and tracing our hides back to the country of origin. In FY21, the majority of our sheepskin hides came from Australia and United Kingdom while the majority of our leather and suede hides came from the United States and Argentina. Please note, the charts below only depict leather and sheepskin hides in our footwear but we strive to incorporate our in-house apparel, accessories and home goods in the future.

SHEEPSKIN HIDES TRACED TO COUNTRY OF ORIGIN

FY21 DECKERS SHEEPSKIN HIDES COUNTRY OF ORIGIN

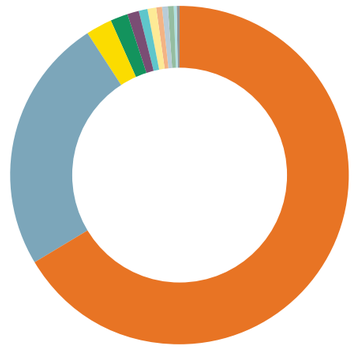


SHEEPSKIN HIDES COO	PERCENTAGE
Australia	73.14%
United Kingdom	18.97%
United States	3.81%
Ireland	2.24%
New Zealand	1.77%
Spain	0.07%

**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report.*

LEATHER AND SUEDE HIDES TRACED TO COUNTRY OF ORIGIN

FY21 LEATHER AND SUEDE HIDES COUNTRY OF ORIGIN

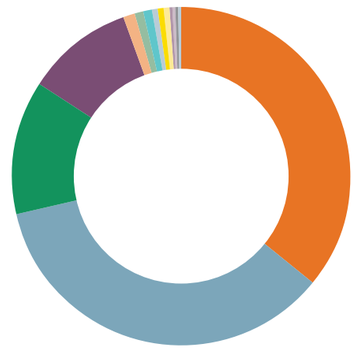


HIDES COO	PERCENTAGE
United States	66.41%
Argentina	24.57%
United Kingdom	2.38%
India	1.66%
South Africa	1.17%
Brazil	1.03%
Indonesia	0.69%
Nigeria	0.61%
Vietnam	0.61%
Ethiopia	0.36%
France	0.21%
Spain	0.21%
Japan	0.08%
Russian Federation	0.01%
France	0.11%
Japan	0.04%

**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report.*

SHEEPSKIN AND LEATHER HIDES TRACED TO COUNTRY OF ORIGIN

FY21 SHEEPSKIN AND LEATHER HIDES COUNTRY OF ORIGIN



HIDES COO	PERCENTAGE
United States	36.00%
Australia	35.53%
Argentina	12.64%
United Kingdom	10.44%
Ireland	1.09%
New Zealand	0.86%
India	0.86%
South Africa	0.60%
Brazil	0.53%
Indonesia	0.35%
Nigeria	0.32%
Vietnam	0.31%
Ethiopia	0.18%
Spain	0.14%
France	0.11%
Japan	0.04%
Russian Federation	0.00%

**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report.*

ENVIRONMENT

MATERIALS (CONTINUED)

PREFERRED POLYESTER

RECYCLED POLYESTER (RPET)

rPET is comprised predominantly of plastic water bottles and other recycled PET packaging waste. Teva continues to utilize rPET in 100% of its iconic straps and both HOKA and UGG have increased their use of recycled polyester in FY21. We are proud that these efforts have collectively saved approximately 66.6 million plastic PET water bottles in FY21 and 124 million bottles to date. Additionally, 441,109 lbs of post-industrial polyester fabric scrap was utilized in our product in FY21.

BENEFITS OF RECYCLED POLYESTER & RPET

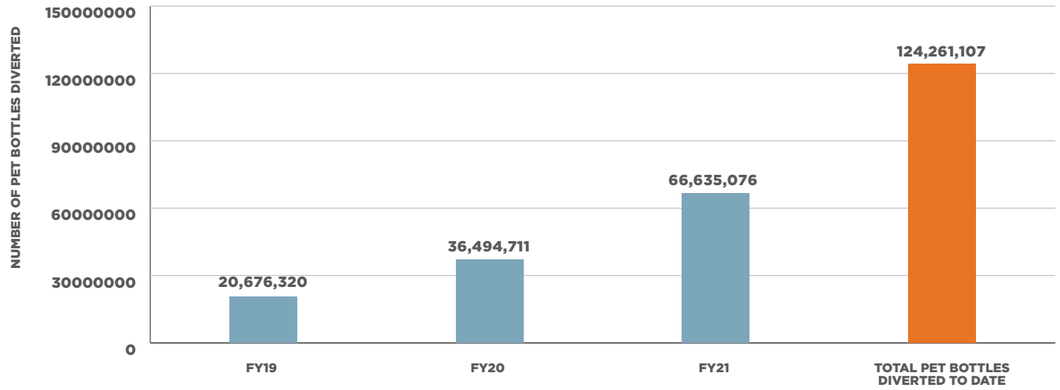
RAW VIRGIN POLYESTER FIBER VS. RAW RPET FIBER
(PLASTIC PET BOTTLE WASTE AND OTHER PET FOOD GRADE & CONSUMER PACKAGING WASTE)

In FY21, we used 2,922,722 lbs. of post consumer rPET (fiber and film) and polyesters from post-industrial fabric waste in our products and packaging. rPET comes, most notably, from plastic PET bottles but can also come from other food grade and consumer packaging waste. Post-industrial polyester comes from waste produced at yarn, textile and fabric mills. When comparing the same virgin polyester fiber usage to our recycled polyester fibers, RPET films and fibers, we saved over 96.25 million MJs of energy, over 3.69 billion liters of water and over 9.9 million lbs. of CO2 eq. emissions.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
RPET FILMS AND FIBERS (POST-CONSUMER)	8,176,149	3,042,878,151	81,818,674
POST-INDUSTRIAL POLYESTER FIBER	1,748,367	653,190,481	14,440,763
TOTAL RECYCLED POLYESTER SAVINGS	9,924,516	3,696,068,632	96,259,437

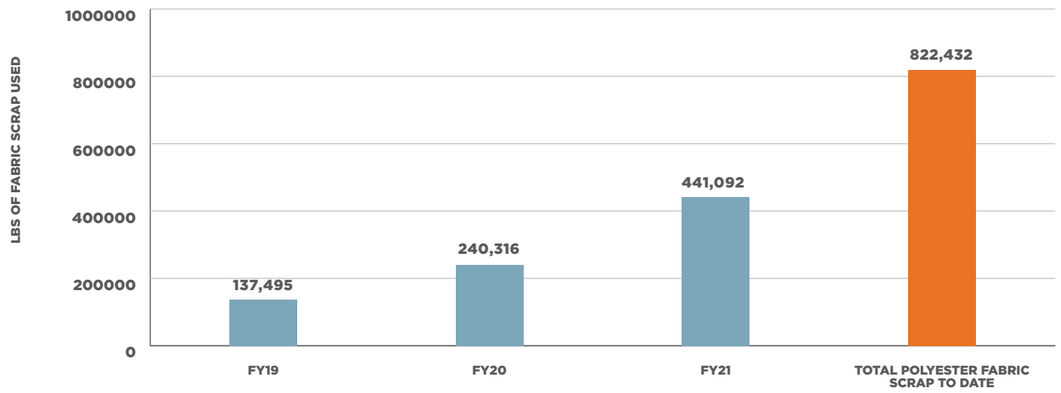
**Note, the above depicts the combined savings from our product and packaging materials. Only materials that are pre and post-consumer polyester and PET substrates are included.*

PLASTIC PET WATER BOTTLES DIVERTED FROM LANDFILL OVER TIME



**Note, due to a sourcing error the metric we reported in FY20 was in error. The accurate metrics is reflected in the above chart.*
***Note, all PET plastic is combined (footwear, apparel, accessories, home goods, and packaging).*

DECKERS LBS OF POST INDUSTRIAL POLYESTER FABRIC SCRAP USED OVER TIME



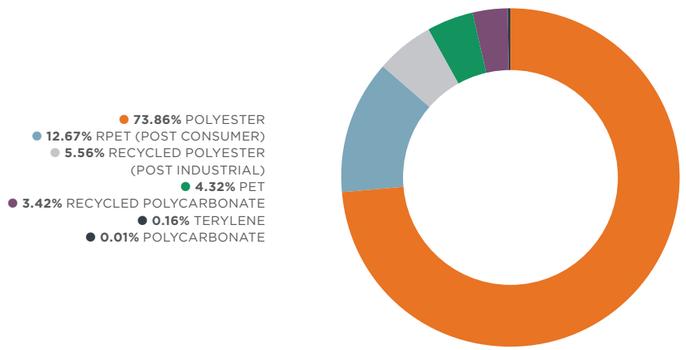
**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report.*
***Note, all polyester scrap is combined (footwear, apparel, accessories, home goods, and packaging).*

ENVIRONMENT

MATERIALS (CONTINUED)

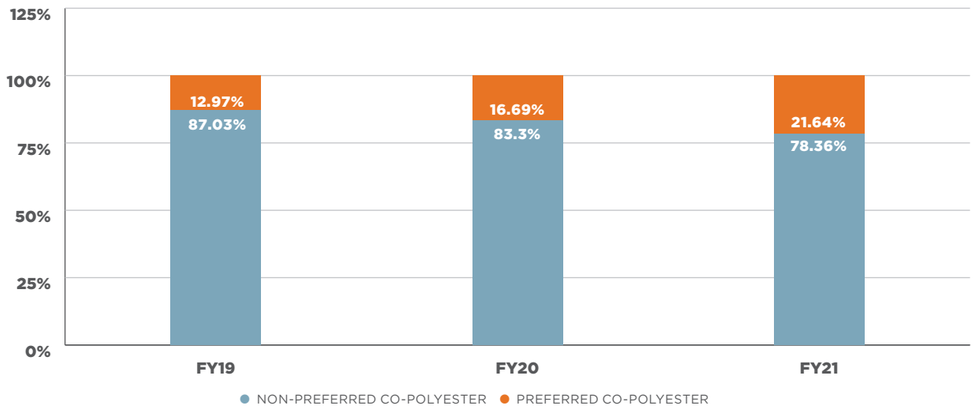
DECKERS CO-POLYESTER FIBERS AND FILMS BREAKDOWN

FY21 DECKERS FOOTWEAR CO-POLYESTER* BREAKDOWN (FIBERS AND FILMS)



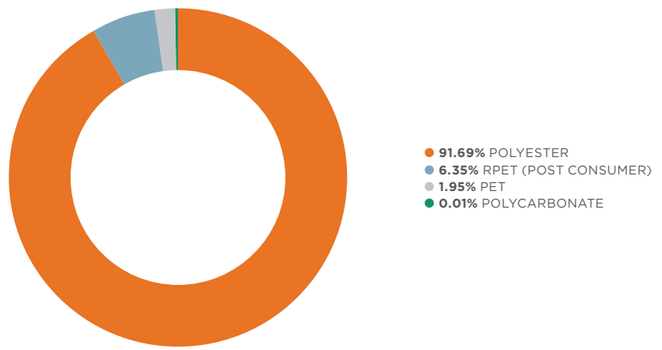
*Note, the co-polyester family includes polyester, recycled polyester, rPET, PET, polycarbonate, recycled polycarbonate and terylene.

FY21 DECKERS FOOTWEAR PREFERRED CO-POLYESTER GROWTH



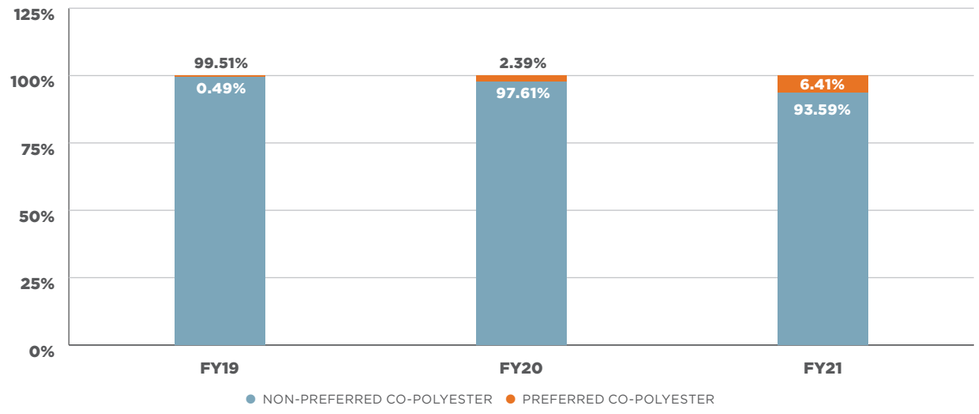
*Note, our goal is to have 50% of our co-polyester used in our footwear to be preferred by 2027

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME CO-POLYESTER BREAKDOWN (FIBERS AND FILMS)



*Note, the co-polyester family includes polyester, recycled polyester, rPET, PET, polycarbonate, recycled polycarbonate and terylene.

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED CO-POLYESTER GROWTH



*Note, our goal is to have 40% of our co-polyester used in our apparel, accessories and home goods to be preferred by 2027

ENVIRONMENT

MATERIALS (CONTINUED)

PREFERRED WOOL

REPURPOSED WOOL

We use repurposed wool in our UGGpure™ proprietary technology. UGGpure is comprised of the wool that is sheared from the hides that we already use in our twinface sheepskin product. By upcycling this material, we are reducing waste generation and protecting the welfare of animals.

RESPONSIBLE WOOL STANDARD (RWS) CERTIFIED

While the majority of the wool used in our products is repurposed wool, we are committed to ensuring that any virgin wool content used in our products will be RWS certified by 2022. RWS is an industry tool designed to recognize the best practices of farmers, ensuring that wool comes from farms with a progressive approach to managing their land, and from sheep that have been treated responsibly.

130,829,482
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

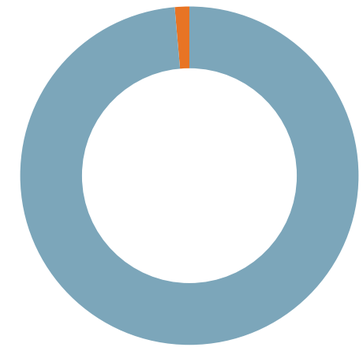
44,439,273,896
WATER SAVED (LITERS OF WATER)

83,079,492
ENERGY SAVED (MJ)

WOOL EFFORTS (FOOTWEAR)

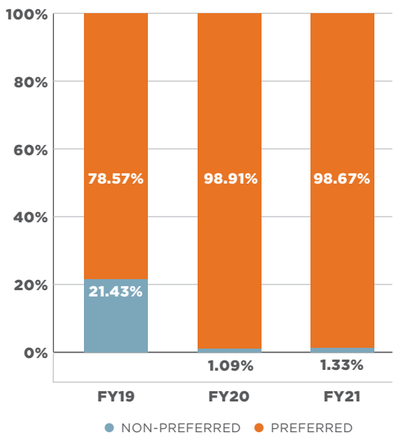
In FY21, 98.67% of wool used in our footwear products was repurposed and 1.33% was virgin, with a commitment to either eliminate virgin wool usage in footwear entirely or ensure it is RWS certified by FY22.

FY21 DECKERS FOOTWEAR PREFERRED WOOL FIBER BREAKDOWN



● **98.67%** REPURPOSED WOOL ● **1.33%**VIRGIN WOOL

FY21 DECKERS FOOTWEAR PREFERRED WOOL GROWTH

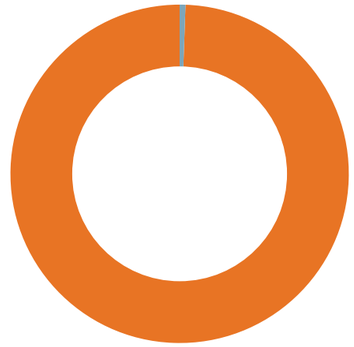


**Note, with the introduction of UGGplush our use of repurposed wool decreased as UGGplush uses TENCEL™ Lyocell and repurposed wool*

APPAREL, ACCESSORIES AND HOME GOODS WOOL EFFORTS

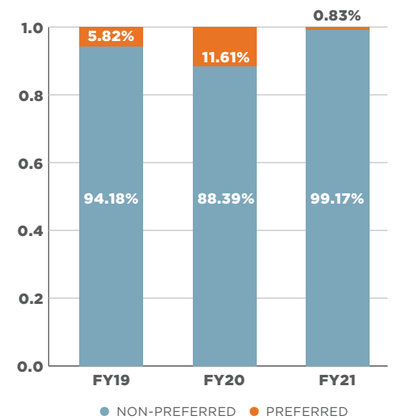
In FY21, 0.83% of wool used in our apparel, accessories and home goods was repurposed and 99.17% was virgin. We have committed to either eliminate our virgin wool usage in apparel, accessories, and home goods entirely or ensure it is Responsible Wool Standard certified by 2025.

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED WOOL FIBER BREAKDOWN



● **0.83%** REPURPOSED WOOL ● **99.17%** VIRGIN WOOL

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED WOOL GROWTH



BENEFITS OF RESPONSIBLE WOOL

RAW VIRGIN MARKET WOOL FIBER VS. RAW REPURPOSED WOOL FIBER

In FY21, we used 3,672,670 lbs. of repurposed wool within all material categories. Repurposed wool comes from the trimmings of the sheepskin used in our twinface sheepskin product. When comparing conventional virgin market wool usage to the same usage of repurposed wool, we saved over 83 million MJs of energy, over 44.4 billion liters of water and over 130.8 million lbs. of CO2 eq. emissions.

RESPONSIBLE DOWN

All down used in our products is **Responsible Down Standard (RDS) Certified**. RDS ensures that down feathers used in our products come from animals which have not been subject to unnecessary harm (i.e. live plucking).

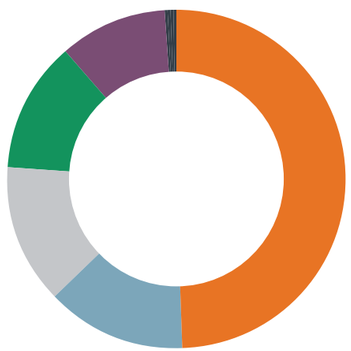
ENVIRONMENT

MATERIALS (CONTINUED)

PREFERRED PLANT AND PLANT-BASED MATERIALS

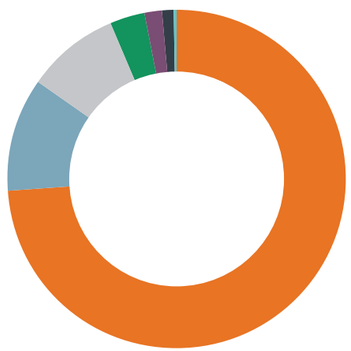
We are proud to use a variety of plant and plant-based materials in our products. We currently use TENCEL™ Lyocell, TENCEL™ Modal, Hemp, Jute, Linen, Ramie, Responsible Cotton, Recycled Cotton, Cork, Straw and Rice Husk, which are all preferred plant-based materials.

FY21 DECKERS FOOTWEAR PLANT AND PLANT-BASED FIBER BREAKDOWN



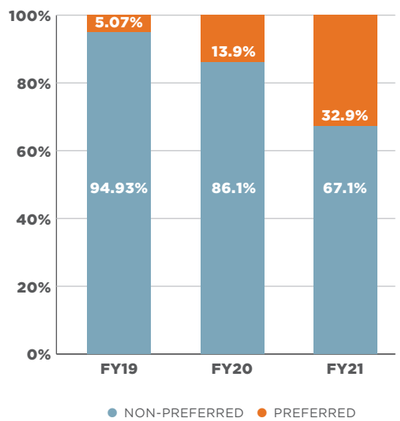
- **48.87%** CONVENTIONAL COTTON
- **13.55%** TENCEL™ LYOCELL
- **13.15%** VISCOSE
- **12.94%** RESPONSIBLE COTTON AND/OR RECYCLED COTTON
- **10.61%** HEMP
- **0.31%** JUTE
- **0.24%** RAYON
- **0.22%** CELLULOSE ACETATE
- **0.08%** LINEN
- **0.03%** CORK
- **0.01%** STRAW FIBER

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME PLANT AND PLANT-BASED FIBER BREAKDOWN

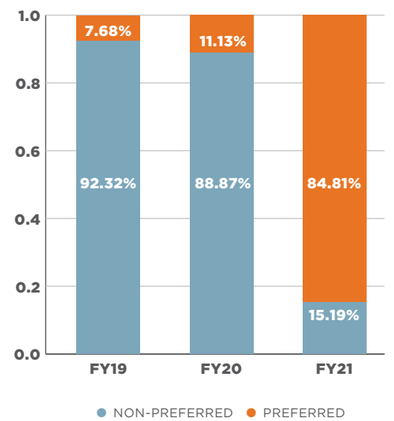


- **74.03%** RESPONSIBLE COTTON AND/OR RECYCLED COTTON
- **10.70%** MODAL
- **8.88%** CONVENTIONAL COTTON
- **3.38%** VISCOSE
- **1.13%** TENCEL™ MODAL
- **1.79%** RAYON
- **0.05%** TENCEL™ LYOCELL
- **0.02%** STRAW FIBER

FY21 DECKERS FOOTWEAR PREFERRED PLANT AND PLANT-BASED FIBER GROWTH



FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED PLANT AND PLANT BASED FIBER GROWTH



ENVIRONMENT

MATERIALS (CONTINUED)

PREFERRED PLANT AND PLANT-BASED MATERIALS (CONTINUED)

RESPONSIBLE COTTON

We are dedicated to seeking sustainable alternatives for materials. We understand the importance of sourcing cotton produced in a way that is better for the people who produce it and for the environment in which it grows. We require that approved suppliers, factory-sourced suppliers, licensees and agents do not source from countries or locations that support forced labor (including manufacturing facilities and textile mills). Cotton used in all of our products will be sourced through a responsible cotton scheme, including certified cotton, organic cotton and recycled cotton.

BENEFITS OF RESPONSIBLE COTTON

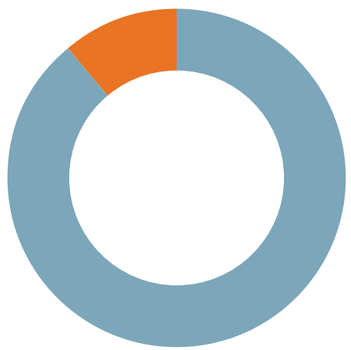
RAW CONVENTIONAL COTTON V. RESPONSIBLE COTTON FIBERS (INCLUDING RECYCLED COTTON FIBERS)

In FY21, Deckers increased its responsibly sourced raw cotton fiber usage to 2,837,539 lbs. This allowed us to save 27.6 billion liters of water, 18.3 million MJ of energy and reduced our CO2 eq. emissions by 4.78 million lbs.

FY21 DECKERS FOOTWEAR PREFERRED COTTON FIBER BREAKDOWN

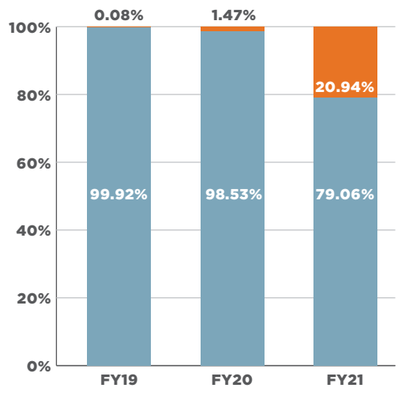
- **79.06%** CONVENTIONAL COTTON
- **20.94%** RESPONSIBLE AND/OR RECYCLED COTTON

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED COTTON FIBER BREAKDOWN



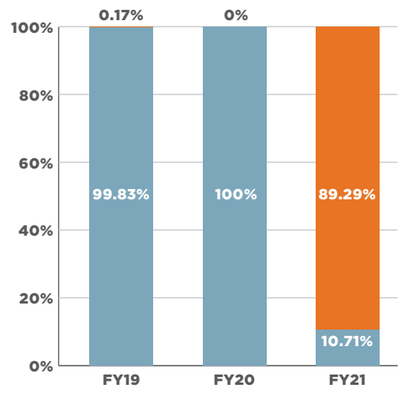
- **89.29%** CONVENTIONAL COTTON
- **10.71%** RESPONSIBLE AND/OR RECYCLED COTTON

FY21 DECKERS FOOTWEAR PREFERRED COTTON FIBER GROWTH



**Note, in FY21, we saw a large uptick in responsible cotton sourced. We are committed to having 100% responsibly sourced cotton by 2025.*

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED COTTON FIBER GROWTH



**Note, in FY21, we saw a large uptick in responsible cotton sourced. We are committed to having 100% responsibly sourced cotton by 2025.*

4,783,584
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

27,628,048,874
WATER SAVED (LITERS OF WATER)

18,395,875
ENERGY SAVED (MJ)

ENVIRONMENT

MATERIALS (CONTINUED)

BENEFITS OF TENCEL™ LYOCELL

Lyocell is a regenerated cellulosic fiber of botanic origin, which helps to maintain environmental balance. TENCEL™ Lyocell is produced from sustainability sourced wood using environmentally responsible processes. 99% of the solvent-spinning process recycles water and reuses the solvent at a recovery rate of more than 99%. In FY20, we introduced UGGplush™ which is UGGpure wool combined with a percentage of TENCEL™ Lyocell woven into a recycled polyester backing. In FY21, 48.99% of our UGGpure technology was converted to UGGplush. This lowered our overall carbon impact by 32.04% per lbs of UGGpure and UGGplush technology combined. Lyocell allows our brands to move away from sourcing virgin wool and synthetic virgin petroleum-based faux fur. We anticipate converting all UGGpure technology where possible to UGGplush.

TENCEL™ LYOCELL FIBER VS. CONVENTIONAL VISCOSE FIBER

In FY21, we used 468,116 lbs. of TENCEL™ Lyocell. When comparing conventional viscose raw fiber usage to the same usage of TENCEL™ Lyocell, we saved over 4.39 million MJs of energy, over 667 million liters of water and over 927,292 lbs. of CO2 eq. emissions.

927,292
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

667,559,222
WATER SAVED (LITERS OF WATER)

4,394,751
ENERGY SAVED (MJ)

BENEFITS OF TENCEL™ MODAL

TENCEL™ MODAL VS. CONVENTIONAL VISCOSE FIBER

UGG apparel, accessories and home goods used 364,778 lbs of TENCEL™ Modal fiber in FY21. When comparing the impact of conventional viscose fiber usage to the same usage of TENCEL™ Modal fiber, we saved over 729,871 lbs of CO2 eq. emissions, 550.3 million liters of water and 2.76 million MJ of energy.

729,871
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

550,308,517
WATER SAVED (LITERS OF WATER)

2,762,761
ENERGY SAVED (MJ)

BENEFITS OF HEMP

Hemp is an incredibly sustainable and eco-friendly textile. When compared to conventional cotton, hemp saves water, thrives in small spaces, and generally is not known to require the use of pesticides or herbicides. In keeping with our commitment to utilize more sustainable materials whenever possible, Sanuk and UGG both continue to utilize hemp and we anticipate this usage to grow in the coming seasons.

HEMP FIBER VS. CONVENTIONAL COTTON FIBER

In FY21, we used 367,722 lbs. of hemp. When comparing conventional cotton raw fiber usage to the same usage of hemp, we saved over 7.71 million MJs of energy, over 10 billion liters of water and over 2.19 million lbs. of CO2 eq. emissions, of which 998,071 lbs was sequestered.

2,195,754.85
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

968,750.2
GREENHOUSE GAS EMISSIONS SEQUESTERED (LBS OF CO2)

10,095,524,215
WATER SAVED (LITERS OF WATER)

7,711,369
ENERGY SAVED (MJ)

BENEFITS OF JUTE

Jute is a fibrous tall plant which, once harvested, gets spun into jute fibers that create durable threads. Jute grows without needing much water or any chemical fertilizers and pesticides, and needs little to no intervention to grow and replenish. As such, jute is an appealing material for use in our products.

RAW JUTE FIBER VS. RAW CONVENTIONAL COTTON FIBER

In FY21, we used 141,858 lbs. of Jute. When comparing conventional cotton raw fiber usage to the same usage of jute, we saved over 2.4 million MJs of energy, over 4.18 billion liters of water and over 399,101 lbs. of CO2 eq. emissions.

399,101
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

4,189,838,536
WATER SAVED (LITERS OF WATER)

2,409,708
ENERGY SAVED (MJ)

ENVIRONMENT

MATERIALS (CONTINUED)

PREFERRED EVA

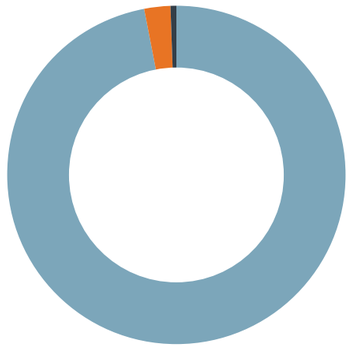
SUGARCANE EVA AND RECYCLED EVA

Deckers is beginning to increase its utilization of SugarCane EVA and Recycled EVA.

SugarCane EVA is a preferred material because it is made using swift-growing, rainwater-fed, renewable sugarcane. Bio-based Ethanol, is extracted from the sugarcane, converted into Ethylene, which makes up part of the EVA polymer compound. Using sugarcane as a source for the Ethylene, provides a more sustainable alternative to petroleum-based, non-renewable materials often used in conventional footwear. Additionally, sugarcane captures CO2 from the atmosphere thereby sequestering carbon. For every pound of Ethanol (ethylene) derived from sugarcane, 1.6 lbs of CO2 is sequestered.

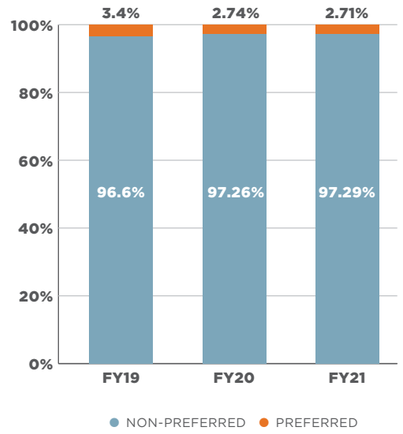
We also intend to evaluate ways to incorporate more recycled EVA into our products. We have already been using recycled post-industrial EVA waste in Sanuk product and, in FY22, will explore bigger opportunities to utilize EVA waste from our own operations in our footwear.

FY21 DECKERS FOOTWEAR PREFERRED EVA BREAKDOWN



- **97.29%** EVA
- **2.45%** RECYCLED EVA
- **0.26%** SUGARCANE EVA

FY21 DECKERS FOOTWEAR PREFERRED EVA GROWTH



**We anticipate our use of preferred EVA to increase in FY22 and FY23.*

VEGAN PRODUCT

We appreciate each and every one of our consumers and recognize that, just like us, our customers have different needs, come from different backgrounds, and have different views. When using animal products, we are committed to doing so responsibly and make sure we work with partners that abide by our **Ethical Sourcing and Animal Welfare Policy**. We understand that some of our consumers prefer vegan options to best fit their lifestyle. Our PLG brands (Teva, HOKA, and Sanuk) all offer vegan friendly options and clearly identify such product on their respective websites for our consumers.

CONFLICT MINERALS

Deckers is a publicly traded company registered in the U.S. under the New York Stock Exchange. As such, we comply with the U.S. Securities and Exchange Commission's law regarding the use and disclosure of conflict minerals. The Dodd-Frank Wall Street Reform and Consumer Protection Act addresses the exploitation and trade of conflict minerals (tin, tungsten, tantalum, and gold) by armed groups supporting violence in the Democratic Republic of Congo or adjoining countries. Each year, Deckers conducts a country of origin analysis of our products to ensure the tin, tungsten, tantalum and gold used in our hardware are not sourced from any of these prohibited locations.

DEFORESTATION

Deckers is committed to be part of a solution to deforestation, not to contribute to the problem. We track a majority of hides back to their countries of origin which enables us to avoid countries that are known to contribute to deforestation. We source a small amount of cattle hides from Brazil. Our **Ethical Sourcing and Animal Welfare Policy** requires all tanneries supplying finished leather (cattle hides) to Deckers that originate from Brazil to provide a Leather Working Group audit report demonstrating a 100% traceability for hides from Brazil back to the processing facility, including the date of processing. The tannery must also obtain a certificate from the respective processing facility attesting it has a monitoring system in place to ensure the cattle is not sourced from farms with deforested areas, involved in rural conflicts, with labor analogous to slavery, or through invasion of indigenous and protected areas.

ENVIRONMENT

MATERIALS (CONTINUED)

ANIMAL WELFARE

We do not believe in the exploitation or killing of animals solely for the purpose of their fur. To affirm our commitment, we have a strict **Ethical Souring and Animal Welfare Policy** affirming our position that we will only use fur which is a byproduct of the meat industry.

The meat industry purchases animals from a farmer, the tanneries purchase hides directly from the meat processing facilities, and we purchase directly from those tanneries. All of the tanneries from which we purchase (with the exception of some internal components and some lifestyle products) are Leather Working Group (LWG) certified which means these tanneries adhere to strict environmental compliance expectations and traceability requirements.

LEATHER

Our **Ethical Souring and Animal Welfare Policy** allows us to use hides from cow, sheep, pig, goat and water buffalo, all of which are raised for their meat. It is important to note that the vast majority of the value of the animal goes to the meat industry. For example, with sheepskin only 2% of the animals value is attributed to its hide. Given the low value of the hide, historically the hide may have been disposed of inappropriately, often contaminating waterways. While we recognize that not all consumers eat meat, we do believe that consumers who do consume meat believe in doing so responsibly. By only using hides that are a byproduct of the meat industry, we are helping to ensure that the entire animal is used.

There is also a sustainability component with respect to real leather. Without the leather industry, nearly 2 billion pounds of unused cattle hides would be diverted to landfills annually. Real leather is naturally biodegradable and may degrade in less than 50 years, while it could take up to 500 years for synthetic materials derived from petrochemicals to degrade (according to **usleather.org**).

WOOL

The wool used in our products is almost entirely repurposed. We use the wool that comes off the hide used to make our twinface sheepskin products—a live animal is not being sheared. Of the wool used by the UGG brand (footwear only), only 1.27% is virgin and 98.73% is repurposed. In FY21 we incorporated nearly 50% UGGplush™ into our footwear products, transitioning further away from UGGpure®. A majority of UGGplush™ is UGGpure® wool (wool harvested off our twinface sheepskin) and plant-based TENCEL™ Lyocell woven into a recycled polyester backing. The TENCEL™ Lyocell content has further reduced the need for virgin wool and all our brands are committed to either eliminating their virgin wool usage entirely or ensuring that its virgin wool is Responsible Wool Standard (RWS) certified by 2022 for footwear and FY25 in apparel, accessories and home goods.

We are committed to complete transparency in our use of animal products, and we hope that transparency is evident to our consumers as part of our commitment to using animal products in the most responsible way possible.

**Note, some variations of UGGplush have TENCEL™ Lyocell fur fibers and backings.*

BRAND-SPECIFIC SUSTAINABLE COLLECTIONS

UGG PLANT POWER COLLECTION

In FY21, UGG was very proud to launch its first collection featuring plant based footwear. The Fluff Sugar Platform and Fluff Sugar Sandal recreate the look and feel of UGG's Fluff franchise using fibers like TENCEL™ Lyocell derived from the wood pulp of trees grown in forests certified by the Forest Stewardship Council and the Programme for the Endorsement of Forest Certification. The silhouettes feature SugarSole foam outsoles which replace traditional petroleum-based materials with sugarcane, a rainwater-dependent resource that removes CO2 from the atmosphere and does not require irrigation.

The collection also featured a more sustainable iteration of the Neumel Natural, which features cotton, hemp, TENCEL Lyocell and Lactae Hevea latex harvested from the Hevea rubber tree. The designs were created using low-emission materials. UGG offsets the small remaining amount of carbon emissions to ensure a balanced collection that does not compromise style.

ICON IMPACT

UGG plans to follow the success of Plant Power with its Icon Impact collection anticipated to launch in November 2021. The collection will feature repurposed wool, rPET and renewable sugarcane foam. To further its commitment to sustainability, UGG will partner with One Tree Planted, an organization that will plant a tree for each purchase of this collection made at select UGG retail stores and online at UGG.com.

ENVIRONMENT

MATERIALS (CONTINUED)

BRAND-SPECIFIC SUSTAINABLE COLLECTIONS (CONTINUED)

HOKA SUSTAINABLE APPAREL

Textiles are the fastest growing portion of the waste stream, making up 7.6% of material disposed of (US EPA 2015). Generation of textiles doubled between 2000 and 2015, while the average use decreased by 36% (EMF 2017). Complex and new materials make recycling difficult, and many garments are not desirable for reuse. This inspired our HOKA team to design apparel in-house, ultimately having more direct control over sourcing decisions. We knew that we wanted to utilize more sustainable materials to the extent possible. The HOKA apparel collection continues to be designed with sustainability in mind. For example, the Unisex Puffy Jacket is made with PrimaLoft insulation that contains 100% post-consumer recycled content. Performance tops use Polartec Power Dry fabric, featuring at least 50% recycled fibers.

TEVAFOREVER

Teva partnered with international recycling leader TerraCycle® to give well-worn Teva sandals new life. Through the TevaForever Recycling Program, well-loved Teva sandals can be mailed to TerraCycle at no cost to the customer, diverting them from landfills so they can be recycled into something new. Teva's ultimate vision is to work towards solutions that can ultimately fully close the loop by recycling old Teva sandals into new ones. Sustainability is a journey. It's about progress, not perfection. We are thrilled to offer this recycling program to our consumers who we know care about the planet, and want to do their part to help reduce landfill waste.

SANUK SUSTAINASOLE™

Sanuk launched the second iteration of its most eco-minded innovation, the SustainaSole collection, in November 2020. The collection featured styles comprised of 55% total recycled material by weight and undyed uppers further lightening the products environmental footprint. This launch serves as a significant milestone for Sanuk's continued pioneering and innovation in creating more sustainable footwear.

COSMIC COLLECTION

In August, Sanuk launched their Cosmic collection which featured foam from real yoga mats, midsoles made with 20% certified organic soybean polyol, responsibly sourced leather, and rubber outsoles that include 50% pre-consumer recycled rubber. We are proud of this additional step by Sanuk to continually prioritize sustainable comfort.

MATERIALS (CONTINUED)

MATERIALS AND SDGS PARTNERSHIPS

RESPONSIBLE COTTON

We understand the importance of sourcing cotton produced in a manner that is better for the people who produce it and the environment in which it grows. Our approved suppliers, factory-sourced suppliers, licensees and agents may not source from countries or locations which support forced labor (including manufacturing facilities and textile mills). Cotton used in our products must be sourced through a responsible cotton scheme that includes certified cotton, organic cotton and recycled cotton.

LEATHER WORKING GROUP ANIMAL WELFARE GROUP

We are dedicated to animal welfare and ensuring traceability within our supply chain. One of our valued partnerships is with the LWG's Animal Welfare Group. This Animal Welfare Group's primary objective is education around the leather value chain with respect to animal welfare related issues. The Animal Welfare Group continues to prioritize their efforts around traceability, slaughter protocols, assurance schemes and risk mapping.

LEATHER WORKING GROUP
Improving Environmental Stewardship

LEATHER WORKING GROUP (LWG)

LWG is a multi-stakeholder group that develops and maintains protocols to assess the environmental compliance and performance capabilities of leather manufacturers. LWG promotes sustainable and appropriate environmental business practices within the leather industry. LWG is comprised of member brands, retailers, product manufacturers, leather manufacturers, chemical suppliers, machinery suppliers, technical experts and other service providers that work together to maintain environmental stewardship protocols specifically for the leather manufacturing industry.

OUTDOOR INDUSTRY ASSOCIATION (OIA) SUSTAINABILITY WORKING GROUP

The OIA's Sustainability Working Group works to build and implement sustainable business strategies to reduce impact, increase business value, all while creating a positive impact for people and the planet. We want to work together to move the needle on social and environmental concerns.

RESPONSIBLE WOOL KICK START PROGRAM

The Responsible Wool Kick Start Program helps smaller farming operations become responsible wool certified, thereby producing and putting more certified wool into the supply chain. We hope that our participation in this program will help contribute to industry change.

SOCIAL & LABOR CONVERGENCE

We are a **Social & Labor Governance Program** signatory, a program that brings together unique perspectives to create an efficient, scalable and sustainable solution for social compliance audits. We want to ensure that our ethical supply chain program is best in class. We continue to benchmark our program with other brands to ensure that we maintain our robust social audit criteria.

TEXTILE EXCHANGE RESPONSIBLE LEATHER ROUND TABLE

We are an active participant in **The Textile Exchange Responsible Leather Round Table** a program that seeks to advance continuous improvement in the global leather value chain. The core focus is the development of the Responsible Leather Assessment Tool which sets a global benchmark for minimum best practices.

UNITED NATIONS GLOBAL COMPACT

The **UNGC** is the largest corporate sustainability initiative. The UNGC aims to mobilize a global movement of sustainable companies and stakeholders to create a better world. UNGC urges companies to: (1) do business responsibly by aligning their strategies and operations with ten principles on human rights, labor, environment and anti-corruption, and (2) take strategic action to advance broader societal goals, sustainable development goals, with an emphasis on collaboration and innovation. As a member of the UNGC, we are held accountable to our set goals. We are required to post an annual progress report which is our Creating Change Report. We believe that our participation and commitment to the UNGC sets us apart from other companies of our scale. This partnership has also assisted us with establishing a targeted approach to sustainability through the adoption of our Deckers SDGs.

ENVIRONMENT

MATERIALS (CONTINUED)

MATERIALS AND SDGS PARTNERSHIPS (CONTINUED)

SUSTAINABLE LEATHER FOUNDATION

We are a proud founder of the **Sustainable Leather Foundation**, an organization whose mission is to support the global leather industry in a quest to learn, to improve and to protect future generations through the People – Planet – Profit principle. The Sustainable Leather Foundation Transparency Dashboard assesses the compliance and performance of leather manufacturers and associated facilities against three pillars of sustainability within the leather value chain: Environmental, Social, Governance.

FOOTWEAR DISTRIBUTORS AND RETAILERS OF AMERICA (FDRA) SUSTAINABILITY STRATEGIC PARTNER

Deckers is proud to be a 2021 Sustainability Strategic Partner for Footwear Distributors and Retailers of America (FDRA). As a Sustainability Strategic Partner, we work together with other brands to drive change within the footwear and apparel industry.

FDRA defines shoe sustainability as shoe design, development, manufacturing, distribution, and selling processes that minimize negative environmental impacts, conserve energy and natural resources, are safe for employees, communities, and consumers, and are economically sound. We are excited to come together with other industry leaders to collaborate on reducing our collective environmental footprint.

CANOPY

Forests play a key role in preserving wildlife and our climate, so we partnered with environmental not-for-profit Canopy to ensure that our paper packaging and viscose fabrics do not come from the world's ancient and endangered forests. According to the UN, forest conservation could provide up to 30% of the solution to climate change because trees store carbon from the atmosphere. They are also important ecosystems to both people and animals. Without forests, communities and species can be displaced, and our climate will continue to degenerate. However, trees are being cut down at an alarming rate for materials. Our **Paper and Forest Procurement Policy** requires all paper, pulp, packaging and forest products, including man-made cellulosic like viscose, rayon, generic modal, and other trademark brands, to be legally harvested, sourced, transported and exported from its country of origin and prohibits sourcing from tree plantations that were established after 1994 through simplification of natural forests as that is seen as recent deforestation.

MATERIALS RELATED RECOGNITION

TEXTILE EXCHANGE CORPORATE FIBER & MATERIALS BENCHMARK LEADERBOARD

As a result of our strong preferred materials movement, we were featured in the Textile Exchange Corporate Fiber & Materials Benchmark Leaderboard (CFMB) and recognized in the categories listed below:

- Listed in MCI Wool Index Level 4: UGG was the leading performance band
- Number 1 in Recycled Wool "Top 10 by Volume"
- Number 1 in Preferred Wool "Top 10 by Volume"
- Listed in Preferred Wool "Portfolio Progress" (which includes companies that are at 100% or within the top 10 closest to sourcing 100%; must be over 50% preferred to qualify. Preferred Wool includes: Organic, Responsible Wool Standard (RWS), ZQ Certified, Recycled)
- Listed in Preferred Down "100% Uptake"
- Listed in Preferred Down "Portfolio Progress" (which includes companies that are at 100% or within the top 10 closest to sourcing 100%; must be over 50% preferred to qualify. Preferred Down includes: Organic, Responsible Down Standard (RDS), Traceable Down Standard (TDS), Downpass Certified, Recycled)

UNIFI'S 2020 REPREVE® CHAMPIONS OF SUSTAINABILITY

Deckers was named one of Unifi's 2020 REPREVE® Champions of Sustainability. This award program recognizes brands that have demonstrated a commitment to a better tomorrow through the use of REPREVE recycled products. Deckers was a bottle count winner for using more than 22,000,000 bottle equivalent in recycled REPREVE polyester in its products. We look forward to seeing our results for 2021 consumption in FY22.

ENVIRONMENT

MATERIALS (CONTINUED)

LIFECYCLE ASSESSMENT (LCA)

DECKERS PRODUCT MATERIALS LCA

We utilize a third-party science-based tool to conduct a lifecycle assessment of our product materials. Our approach to materials is holistic, just like our approach to sustainability. Rather than focusing on one metric, we evaluate various environmental factors including water, energy and greenhouse gas emissions. The tool allows us to compare raw materials, manufacturing, processing, and end-of-life impacts to evaluate their environmental footprint. Our tool is giving our brands the information they need to make better, more preferred, material selections in their products. Additionally, we deploy an extensive questionnaire to all of our Tier 2 suppliers on a bi-annual basis to collect our lifecycle assessment inventory data. We process this information through our tool to identify our total material, manufacturing, end-of-life, transportation and assembly impacts.

UNDERSTANDING THE GATES OF OUR MATERIALS LCA

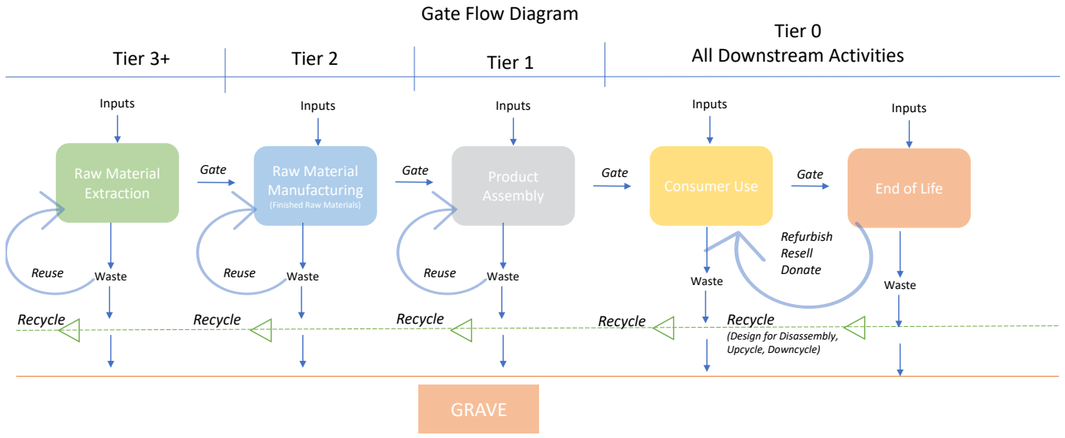
The finalization of our LCA allows us to look at the entire materials footprint (GHG emissions, fossil fuel, water usage, and more) of all our materials from cradle to predicted grave. This includes raw material extraction, raw material manufacturing and end-of-life.*

Raw materials manufacturing is different from product manufacturing. Raw materials manufacturing refers to the finished goods our suppliers (Tier 2) provide us, and product manufacturing (also known as assembly) refers to the finished goods our factories produce (Tier 1) for the end consumer. Assembly impact, transportation from factory to end consumer and use are all taken into consideration for our carbon accounting/science-based target project. The experts who conducted our carbon accounting took our raw materials LCA data, with their subsidized assembly impact, downstream transportation and use data, to file our targets taking a full cradle to grave approach.

Our material LCA also allows us to break down our data by material category (e.g. closures, components, leather, midsole, outsole, packaging and labeling, sheepskin, synthetics and textile) so that we can identify which materials have the largest environmental impact that live within each material categories.

We also used the information gained from our science-based LCA tool to develop a preferred materials guide. This guide was developed for all of our brand designers, developers, and product line managers and is intended to guide their materials choices moving forward.*

We work closely with all our brands and our innovation and supply chain teams to continually identify additional preferred materials/compounds that we may be able to utilize in our products to help our brands achieve their long-term sustainability goals.



*Upstream transportation is also included

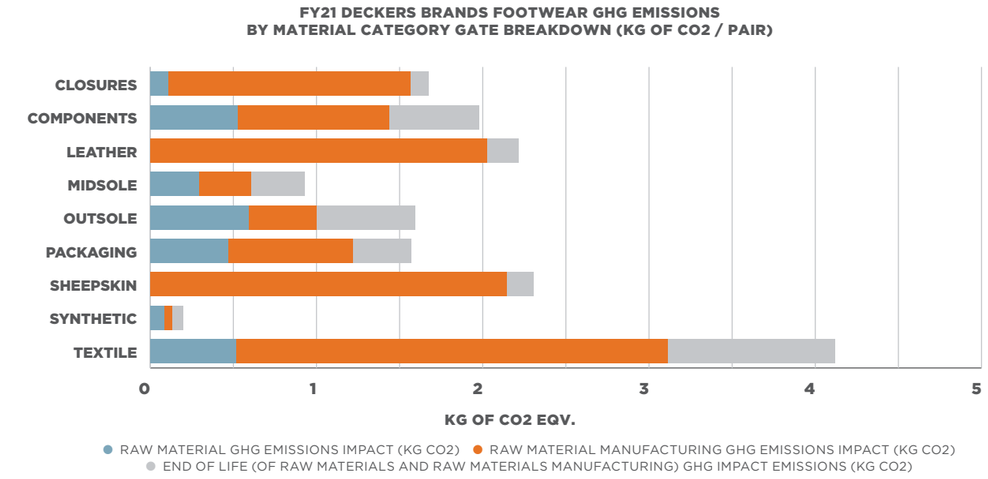
*We plan to use this guide to improve our raw materials manufacturing, end-of-life impact, waste reduction and waste diversion efforts.

ENVIRONMENT

MATERIALS (CONTINUED)

DECKERS BRANDS FOOTWEAR GATES BREAKOUT (TIER 2)

DECKERS BRANDS FOOTWEAR GHG EMISSIONS GATE



**Above you can see the raw material impacts are the highest in our components, outsoles, packaging and textiles. The raw material manufacturing impacts in our closures, leather, sheepskin and textiles are the highest and are areas to potentially improve. The highest end-of-life impacts live within the components, outsole, sheepskin and textile categories.*

MATERIAL CATEGORY	RAW MATERIAL GHG IMPACT (KG OF CO2)	RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)
CLOSURES	0.109	1.459	0.107
COMPONENTS	0.526	0.914	0.541
LEATHER	0.000	2.026	0.189
MIDSOLE	0.297	0.312	0.322
OUTSOLE	0.594	0.408	0.589
PACKAGING	0.473	0.748	0.351
SHEEPSKIN	0.000	2.145	0.159
SYNTHETIC	0.088	0.048	0.063
TEXTILE	0.521	2.592	1.005

DECKERS FOOTWEAR GHG EMISSIONS BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (KG OF CO2)

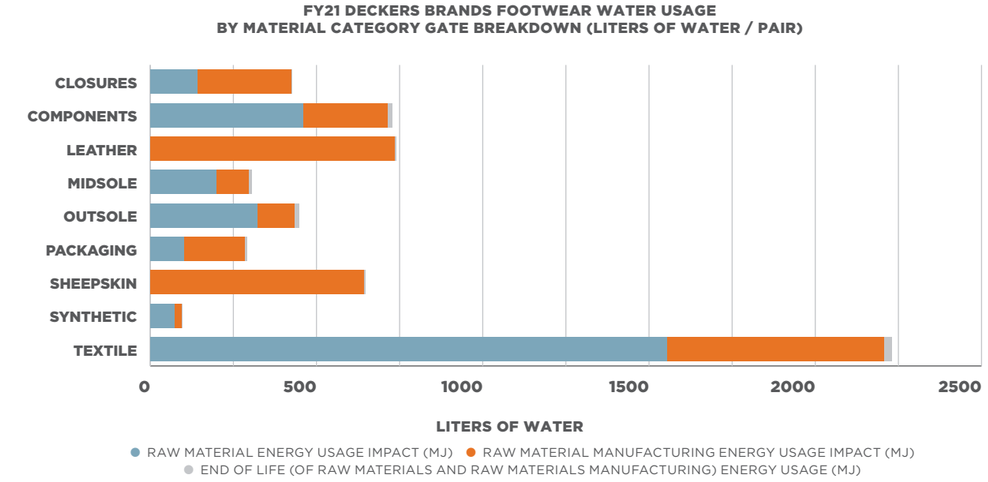
MATERIAL CATEGORY	RAW MATERIAL GHG IMPACT (KG OF CO2/PAIR)	RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2/PAIR)	TOTAL GHG IMPACT (KG OF CO2/PAIR)
CLOSURES				
FY19	0.094	1.711	0.088	**1.894**
FY20	0.107	1.536	0.097	**1.740**
FY21	0.109	1.459	0.107	**1.675**
COMPONENTS				
FY19	0.590	1.297	0.633	**2.521**
FY20	0.520	1.022	0.556	**2.098**
FY21	0.526	0.914	0.541	**1.981**
LEATHER				
FY19	0.000	2.400	0.222	**2.622**
FY20	0.000	2.311	0.216	**2.526**
FY21	0.000	2.026	0.189	**2.215**
MIDSOLE				
FY19	0.279	0.236	0.344	**0.859**
FY20	0.249	0.241	0.285	**0.776**
FY21	0.297	0.312	0.322	**0.930**
OUTSOLE				
FY19	0.626	0.455	0.680	**1.761**
FY20	0.588	0.416	0.594	**1.599**
FY21	0.594	0.408	0.589	**1.591**
PACKAGING				
FY19	0.415	0.835	0.480	**1.730**
FY20	0.449	0.699	0.360	**1.507**
FY21	0.473	0.748	0.351	**1.573**
SHEEPSKIN				
FY19	0.000	2.604	0.193	**2.796**
FY20	0.000	2.463	0.183	**2.646**
FY21	0.000	2.145	0.159	**2.304**
SYNTHETIC				
FY19	0.073	0.079	0.062	**0.214**
FY20	0.096	0.085	0.078	**0.258**
FY21	0.088	0.048	0.063	**0.199**
TEXTILE				
FY19	0.783	2.248	0.865	**3.895**
FY20	0.574	2.743	1.021	**4.338**
FY21	0.521	2.592	1.005	**4.119**

ENVIRONMENT

MATERIALS (CONTINUED)

DECKERS BRANDS FOOTWEAR GATES BREAKOUT (TIER 2)

DECKERS BRANDS FOOTWEAR WATER GATE



**Above you can see the raw material impact is the highest for our components and textiles and raw material manufacturing impacts in our leather and sheepskin are the highest and are potential areas to improve.*

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)
CLOSURES	144.3	280.2	2.2
COMPONENTS	461.6	253.5	11.9
LEATHER	0.0	734.9	3.8
MIDSOLE	201.5	95.0	7.2
OUTSOLE	323.2	111.9	12.9
PACKAGING	103.0	182.1	5.6
SHEEPSKIN	0.0	644.1	3.2
SYNTHETIC	74.0	20.6	1.4
TEXTILE	1556.2	652.8	21.4

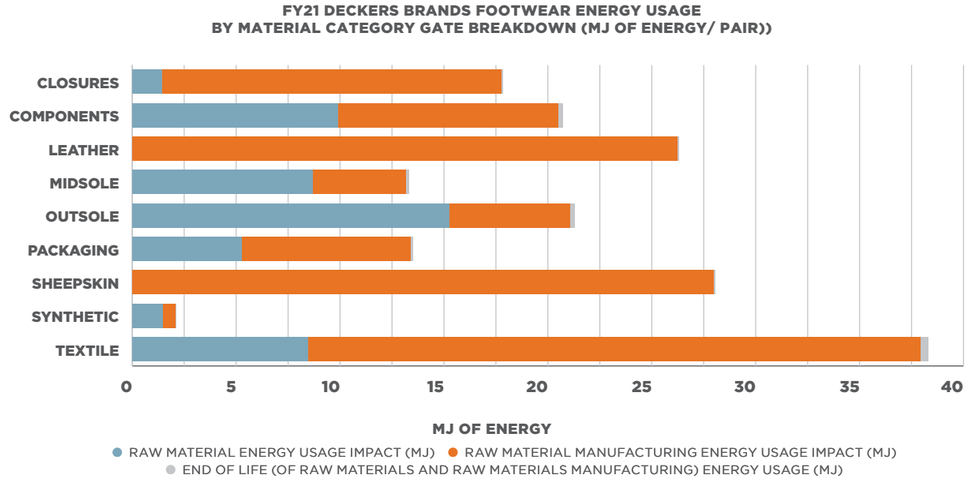
DECKERS FOOTWEAR WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (LITERS OF WATER)

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	TOTAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)
CLOSURES				
FY19	145.8	321.7	1.8	**469.4**
FY20	131.7	292.8	2.0	**426.5**
FY21	144.3	280.2	2.2	**426.8**
COMPONENTS				
FY19	561.9	369.8	13.8	**945.4**
FY20	484.1	294.6	12.1	**790.8**
FY21	461.6	253.5	11.9	**726.9**
LEATHER				
FY19	0.0	853.0	4.5	**857.5**
FY20	0.0	822.7	4.4	**827.0**
FY21	0.0	734.9	3.8	**738.7**
MIDSOLE				
FY19	212.6	89.5	7.8	**309.9**
FY20	168.7	80.1	6.4	**255.3**
FY21	201.5	95.0	7.2	**303.8**
OUTSOLE				
FY19	336.5	133.7	14.9	**485.2**
FY20	316.8	115.8	13.0	**445.6**
FY21	323.2	111.9	12.9	**448.0**
PACKAGING				
FY19	207.9	206.0	7.6	**421.5**
FY20	106.7	170.3	5.7	**282.7**
FY21	103.0	182.1	5.6	**290.7**
SHEEPSKIN				
FY19	0.0	790.4	3.9	**794.3**
FY20	0.0	739.7	3.7	**743.4**
FY21	0.0	644.1	3.2	**647.3**
SYNTHETIC				
FY19	53.1	26.8	1.4	**81.2**
FY20	78.0	30.0	1.7	**109.7**
FY21	74.0	20.6	1.4	**96.1**
TEXTILE				
FY19	1886.8	600.4	18.2	**2505.5**
FY20	1747.7	704.1	21.7	**2473.6**
FY21	1556.2	652.8	21.4	**2230.3**

MATERIALS (CONTINUED)

DECKERS BRANDS FOOTWEAR GATES BREAKOUT (TIER 2)

DECKERS BRANDS FOOTWEAR ENERGY GATE



**Above you can see our raw material impact is the highest in our components, midsoles and outsoles and the raw material manufacturing impacts in our closures, leather, sheepskin and textile are the highest and are potential areas to improve.*

MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)
CLOSURES	1.46	16.33	0.04
COMPONENTS	9.90	10.63	0.20
LEATHER	0.00	26.26	0.07
MIDSOLE	8.70	4.49	0.12
OUTSOLE	15.25	5.84	0.22
PACKAGING	5.29	8.13	0.10
SHEEPSKIN	0.00	27.99	0.06
SYNTHETIC	1.50	0.58	0.02
TEXTILE	8.45	29.50	0.37

DECKERS FOOTWEAR WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (LITERS OF WATER)

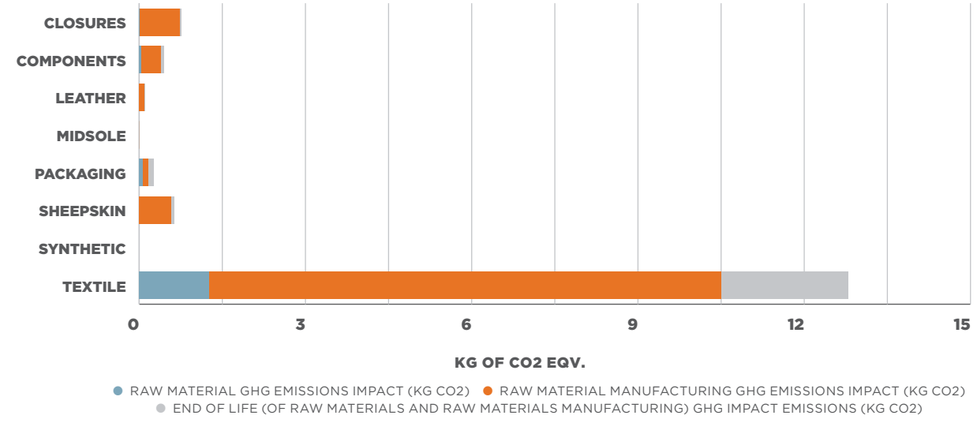
MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	TOTAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)
CLOSURES				
FY19	1.27	19.14	0.03	**20.44**
FY20	1.45	17.20	0.03	**18.69**
FY21	1.46	16.33	0.04	**17.82**
COMPONENTS				
FY19	11.25	15.05	0.24	**26.54**
FY20	9.72	11.89	0.21	**21.82**
FY21	9.90	10.63	0.20	**20.73**
LEATHER				
FY19	0.00	31.11	0.08	**31.19**
FY20	0.00	29.95	0.08	**30.02**
FY21	0.00	26.26	0.07	**26.32**
MIDSOLE				
FY19	7.75	3.24	0.13	**11.13**
FY20	7.13	3.41	0.11	**10.65**
FY21	8.70	4.49	0.12	**13.31**
OUTSOLE				
FY19	16.58	6.52	0.25	**23.36**
FY20	15.30	6.00	0.22	**21.52**
FY21	15.25	5.84	0.22	**21.31**
PACKAGING				
FY19	6.05	9.06	0.13	**15.24**
FY20	5.00	7.58	0.10	**12.68**
FY21	5.29	8.13	0.10	**13.52**
SHEEPSKIN				
FY19	0.00	33.98	0.07	**34.05**
FY20	0.00	32.15	0.06	**32.21**
FY21	0.00	27.99	0.06	**28.05**
SYNTHETIC				
FY19	1.23	0.92	0.02	**2.18**
FY20	1.61	1.01	0.03	**2.65**
FY21	1.50	0.58	0.02	**2.10**
TEXTILE				
FY19	7.72	25.61	0.31	**33.64**
FY20	8.96	31.19	0.37	**40.53**
FY21	8.45	29.50	0.37	**38.32**

ENVIRONMENT

MATERIALS (CONTINUED)

DECKERS APPAREL, ACCESSORIES, AND HOME GOODS BREAKOUT

FY21 DECKERS BRANDS APPAREL, ACCESSORIES, AND HOME GOODS
GHG EMISSIONS BY MATERIAL CATEGORY GATE BREAKDOWN (KG OF CO2 / LBS OF MATERIAL SOURCED)

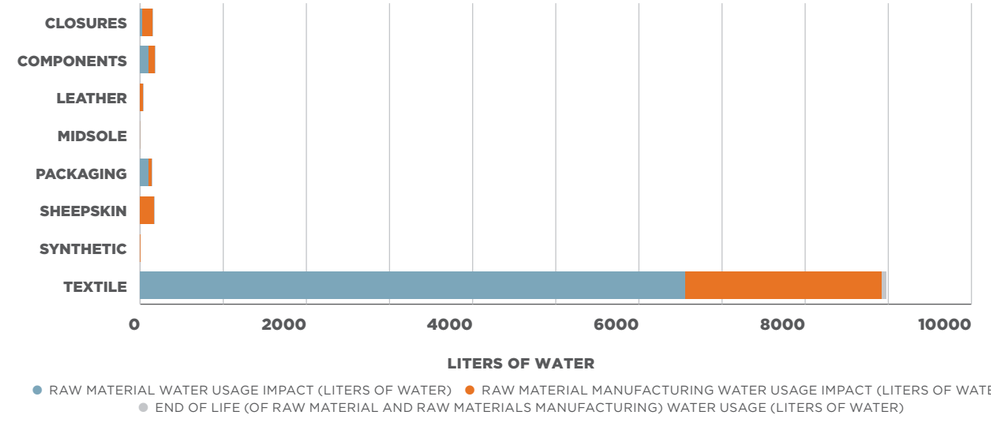


**Above you can see our textile category has the highest raw material and raw material manufacturing impact.*

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS GHG EMISSIONS (KG OF CO2)

MATERIAL CATEGORY	RAW MATERIAL GHG IMPACT (KG OF CO2)	RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)
CLOSURES	0.013	0.732	0.016
COMPONENTS	0.048	0.345	0.055
LEATHER	0.000	0.100	0.009
MIDSOLE	0.000	0.000	0.000
PACKAGING	0.066	0.110	0.092
SHEEPSKIN	0.000	0.582	0.043
SYNTHETIC	0.001	0.002	0.001
TEXTILE	1.264	9.243	2.279

FY21 DECKERS BRANDS APPAREL, ACCESSORIES, AND HOME GOODS
WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN (LITERS OF WATER / LBS OF MATERIAL SOURCED)



**Above you can see our textile category has the highest raw material and raw material manufacturing impact.*

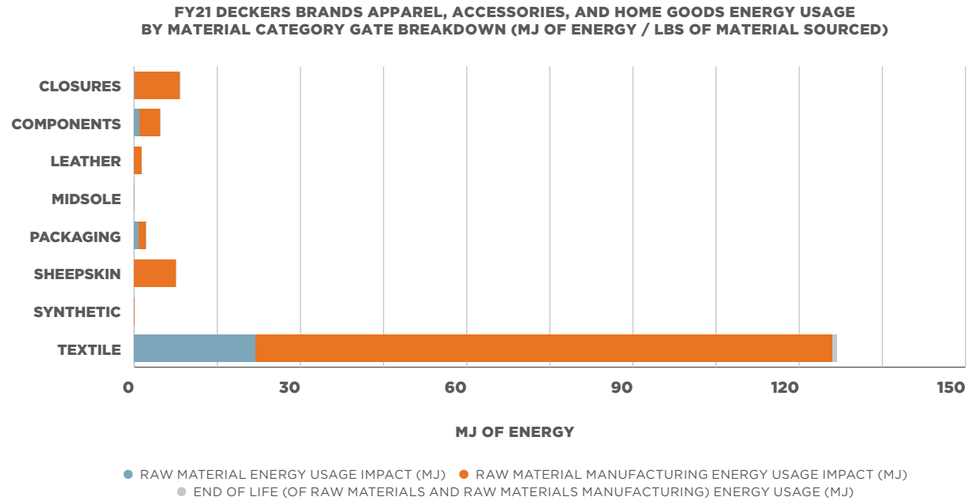
FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS WATER USAGE (LITERS OF WATER)

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)
CLOSURES	23.5	130.0	0.3
COMPONENTS	104.1	72.3	1.2
LEATHER	0.0	35.9	0.2
MIDSOLE	0.0	0.0	0.0
PACKAGING	105.7	38.6	1.8
SHEEPSKIN	0.0	174.8	0.9
SYNTHETIC	0.6	0.4	0.0
TEXTILE	6555.8	2371.8	48.3

ENVIRONMENT

MATERIALS (CONTINUED)

DECKERS APPAREL, ACCESSORIES, AND HOME GOODS BREAKOUT



**Above you can see our textile category has the highest raw material and raw material manufacturing impact.*

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS ENERGY USAGE (MJ OF ENERGY)

MATERIAL CATEGORY	**RAW MATERIAL ENERGY USAGE IMPACT** (MJ OF ENERGY)	**RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT** (MJ OF ENERGY)	**END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT** (MJ OF ENERGY)
CLOSURES	0.17	8.13	0.01
COMPONENTS	0.87	3.84	0.02
LEATHER	0.00	1.29	0.00
MIDSOLE	0.00	0.00	0.00
PACKAGING	0.86	1.34	0.03
SHEEPSKIN	0.00	7.60	0.02
SYNTHETIC	0.01	0.02	0.00
TEXTILE	21.95	104.09	0.83

ENVIRONMENT

PACKAGING MATERIALS

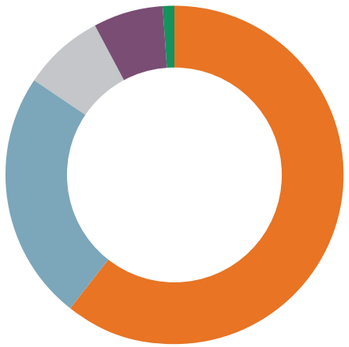
DECKERS PACKAGING MATERIAL BREAKDOWN AND TREES SAVED

Our mission is to design more sustainable product and utilize more preferred materials in every aspect of our products—including our packaging materials. Product packaging is an important element as it is the first part of the finished good to be disposed of by the consumer. We consider 100% our packaging as waste because of its short lifespan and as a result, we have looked critically at the environmental impact of our packaging materials.

Packaging is a multi-functional vehicle that serves many purposes: it is used to contain and protect the contents inside the package, and serves as a critical logistical tool throughout the entire supply chain. If all of the functions the package is intended to serve are not met, we risk increasing our environmental footprint by not meeting our consumers' expectations which can lead to return shipping, added resources, and eventually, a loss of consumer loyalty.

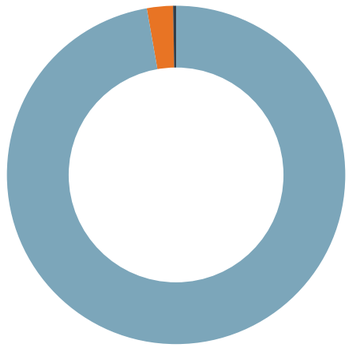
We completed our first packaging LCA in FY17. In FY21, we updated our LCA using our new science-based LCA tool. In every LCA category that we tracked (e.g. greenhouse gas, water usage and fossil fuel), we have seen environmental savings. To align with the rest of our baseline information for science-based targets, we have decided to move our packaging baseline for packaging environmental impact to FY19.

FY21 DECKERS FOOTWEAR PACKAGING WEIGHT USAGE BY BRAND



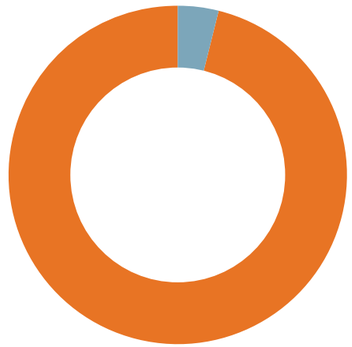
61% UGG **24%** HOKA **8%** TEVA
7% KOOLABURRA **1%** SANUK

FY21 DECKERS FOOTWEAR PACKAGING WEIGHT USAGE BY BRAND



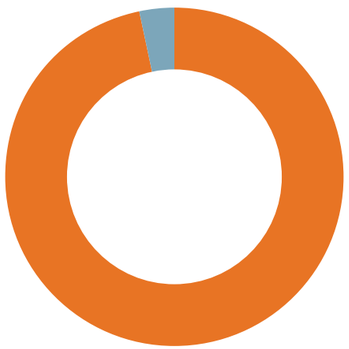
97.30% PAPER **2.60%** PLASTIC
0.01% PLANT FIBER **0.01%** MINERAL

FY21 DECKERS FOOTWEAR CERTIFIED AND/OR RECYCLED PACKAGING



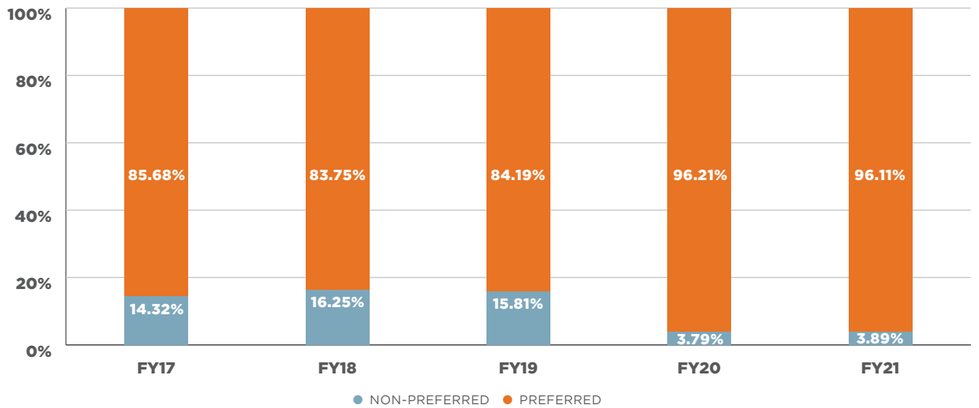
96.1% CERTIFIED AND/OR RECYCLED
3.9% VIRGIN AND UNCERTIFIED

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PACKAGING WEIGHT USAGE BY BRAND



96.86% UGG
3.14% HOKA

FY21 DECKERS FOOTWEAR PREFERRED PACKAGING SUBSTRATES OVER TIME



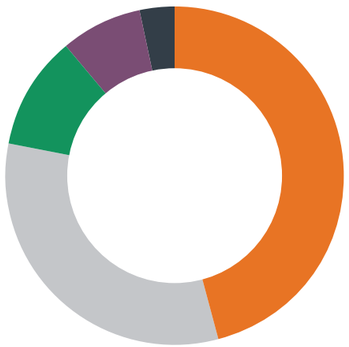
ENVIRONMENT

PACKAGING MATERIALS

(CONTINUED)

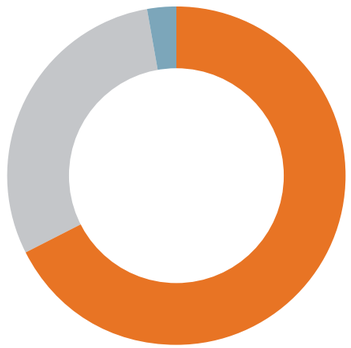
DECKERS FOOTWEAR PREFERRED PACKAGING SUBSTRATES

FY21 DECKERS FOOTWEAR PAPER PACKAGING



- **40.6%** FSC FOREST STEWARDSHIP COUNSEL (RECYCLED)
- **32.3%** RECYCLED (UNCERTIFIED)
- **10.9%** FSC FOREST STEWARDSHIP COUNSEL (VIRGIN)
- **7.7%** GRS GLOBAL RECYCLING STANDARD
- **3.1%** VIRGIN (UNCERTIFIED)

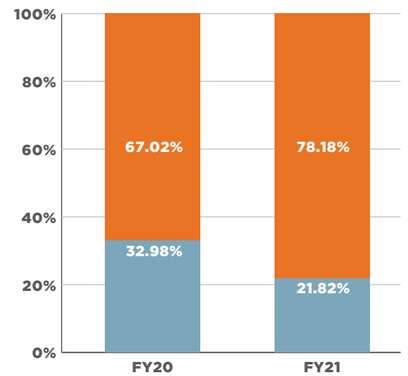
FY21 DECKERS FOOTWEAR PLASTIC PACKAGING



- **67.5%** GRS GLOBAL RECYCLING STANDARD
- **29.7%** RECYCLED (UNCERTIFIED)
- **2.8%** VIRGIN (UNCERTIFIED)

DECKERS APPARAEL, ACCESSORIES, HOME GOODS PREFERRED PACKAGING SUBSTRATES

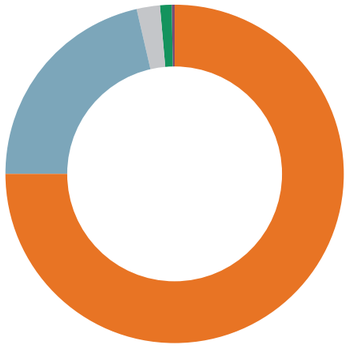
FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PAPER PACKAGING



- VIRGIN AND UNCERTIFIED
- CERTIFIED AND/OR RECYCLED

DECKERS APPAREL, ACCESSORIES, HOME GOODS PREFERRED PACKAGING SUBSTRATES

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PACKAGING SUBSTRATE BREAKDOWN



- **75.26%%** PAPER
- **21.34%** PLASTIC
- **2.2%** PLANT FIBER
- **1.13%** SYNTHETIC FIBER
- **0.07%** METAL

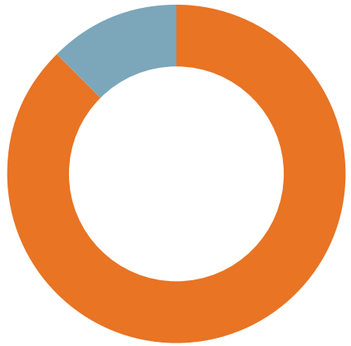
FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS CERTIFIED AND/OR RECYLED PACKAGING

- **78.18%** CERTIFIED AND/OR RECYCLED
- **21.82%** VIRGIN AND UNCERTIFIED

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PAPER PACKAGING

- **68.4%** RECYCLED (UNCERTIFIED)
- **21.7%** VIRGIN (UNCERTIFIED)
- **8.0%** FSC FOREST STEWARDSHIP COUNSEL (VIRGIN)
- **1.9%** FSC FOREST STEWARDSHIP COUNSEL (RECYCLED)

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS PLASTIC PACKAGING



- **87.6%** GRS GLOBAL RECYCLING STANDARD
- **12.4%** VIRGIN (UNCERTIFIED)

ENVIRONMENT

PACKAGING MATERIALS

(CONTINUED)

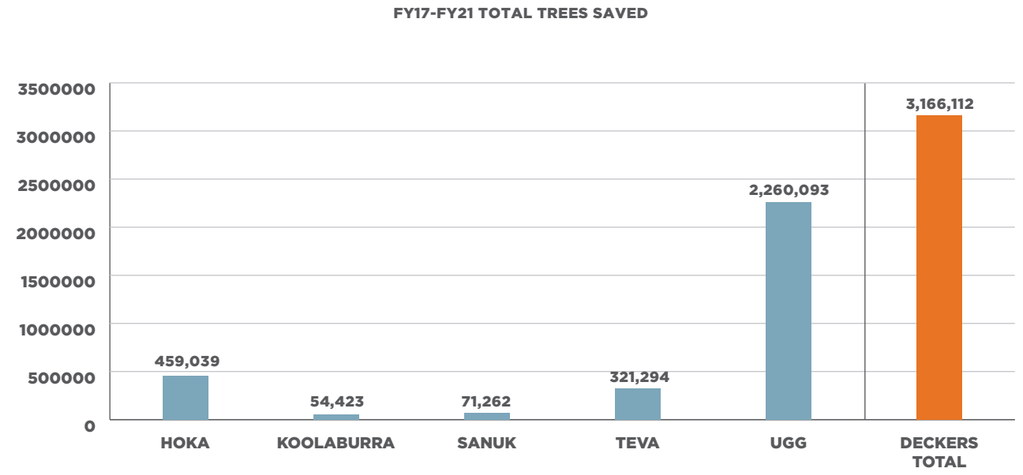
DECKERS PACKAGING MATERIALS LCA

DECKERS	GHG EMISSIONS (EQV. CO2 KG) PER PAIR	CUMULATIVE CHANGE IN GHG EMISSION PER PAIR	DECKERS GHG EMISSIONS SAVINGS (EQV. CO2 KG) SINCE BASELINE YEAR (FY19 (BASELINE YEAR)
FY19 (BASELINE YEAR)	1.798	—	-
FY20	1.6381	*(8.89)%*	*(5,583,126)*
FY21	1.573	*(12.51)%*	*(15,029,381)*
	WATER USAGE (LITERS) PER PAIR	**CUMULATIVE CHANGE IN WATER USE PER PAIR**	**DECKERS WATER USAGE SAVINGS (LITERS) SINCE BASELINE YEAR** (FY19)
FY19 (BASELINE YEAR)	438.01	—	-
FY20	307.24	*(29.86)%*	*(4,566,012,266)*
FY21	290.69	*(33.63)%*	*(10,751,000,567)*
	ENERGY (MJ) PER PAIR	**CUMULATIVE CHANGE IN ENERGY PER PAIR**	**DECKERS ENERGY USAGE SAVINGS (MJ) SINCE BASELINE YEAR** (FY19)
FY19 (BASELINE YEAR)	15.84	—	-
FY20	13.78	*(13.01)%*	*(71,927,700)*
FY21	13.52	*(14.65)%*	*(169,329,090)*
	DUNNAGE (LBS) PER PAIR	**CUMULATIVE CHANGE**	**DECKERS DUNNAGE SAVINGS (LBS) SINCE BASELINE YEAR** (FY17)
FY17 BASELINE YEAR	1.25	—	-
FY18	1.09	*(12.82)%*	*(6,013,078)*
FY19	1.11	*(11.66)%*	*(10,927,765)*
FY20	0.97	*(22.62)%*	*(20,807,658)*
FY21	0.94	*(25.03)%*	*(33,955,939)*

**For reporting purposes our baseline year is FY19 with the exception of dunnage. We use FY17 as a baseline for dunnage as that directly correlates to our tree count which began FY17.*

***For brand-specific materials related data please see appendices.*

TREES SAVED



	FY17 TREES SAVED	FY18 TREES SAVED	FY19 TREES SAVED	FY20 TREES SAVED	FY21 TREES SAVED	TOTAL TREES SAVED TO DATE
HOKA	37,021	55,731	74,007	117,727	174,553	**459,039**
KOOLABURRA	—	—	—	—	54,423	**54,423**
SANUK	11,169	23,798	20,085	9,712	6,498	**71,263**
TEVA	72,569	67,109	61,276	59,282	61,058	**321,294**
UGG	327,105	513,219	478,267	460,859	480,643	**2,260,093**
DECKERS	**447,864**	**659,858**	**633,636**	**647,580**	**777,175**	**3,166,112**

**Note, this calculation is based on the Environmental Paper Network's paper calculator. https://c.environmentalpaper.org/calculate.html. Results are calculated using a combination of substrates including recycled corrugated board, tissue paper, paperboard and molded pulp. The methodology includes the forest residues left behind during pulpwood harvest in the forests (i.e., slash, roots). Forest residues are roughly 50% of biomass left after harvest.*

ENVIRONMENT

CLIMATE AND CLEAN ENERGY

CLIMATE AND CLEAN ENERGY

REDUCE ENERGY CONSUMPTION AND CARBON EMISSIONS THROUGHOUT OUR OPERATIONS

OUR APPROACH

The Earth's temperature is rising, threatening Earth's ecosystems and significantly impacting so many people across the globe. In August, the United Nations (UN) Intergovernmental Panel on Climate Change released its sixth climate assessment report. The biggest takeaway from the report is that we must start reducing emissions at a faster pace. Taking immediate action is critical in order to try and reduce the devastating effects of climate change.

While we each have an obligation to help mitigate the effects of climate change, we believe we can use our scale, along with others in our industry, to fight climate change. We strive to reduce our energy impact in our stores and offices, decrease our travel footprint, reduce our use of petroleum-based materials, decrease our emissions in line with GHG protocols, and work with our supply chain partners to reduce energy consumption.

The energy sector is the largest contributor to climate change as it produces the most GHG emissions. We want to use renewable energy whenever possible. The most effective means to contribute to reducing our climate change impact is to reduce our greenhouse gas emissions by utilizing preferred raw materials in our products and packaging, reducing our air travel, and optimizing our partnered manufacturing.

**Due to the inherently seasonal nature of many of our products, the sales of our products are sensitive to climate-related risks, such as unfavorable or unexpected weather patterns that may be pronounced due to the effects of climate change and our rapid transition to a 2° Celsius planet. The unpredictability of weather conditions makes it difficult to anticipate consumer demand for our products, manage our expenses, and forecast our financial results. For example, extended periods of unseasonably warm weather during the fall or winter months may significantly reduce demand for our UGG brand products. To help manage these climate-related risks and positively impact our seasonality trends, we have ongoing efforts to diversify our product offerings by creating additional year-round styles and expanding product offerings within our existing brands. Our Corporate Governance Committee oversees risks related to environmental and social issues, including those related to climate change.*

FY21 EMISSIONS AND SCIENCE-BASED CLIMATE TARGETS

In FY21, we amplified our environmental efforts starting with measuring our entire enterprise's carbon footprint. We believe in measuring, reducing and then evaluating offsets. We engaged a third-party expert, Carbon Trust, to conduct our carbon footprinting and target setting. We filed science-based targets with the Science-Based Target Initiative in August 2021, ahead of our projected date, and have set robust targets for ourselves.

SCIENCE-BASED TARGETS

Measurement was the first step in our journey. We then wanted to challenge ourselves, hold ourselves accountable, and reduce our global GHG emissions. We have identified targets both at a parent company level and a brand level. Our parent company targets are as follows:

DECKERS BRANDS SBTI REDUCTION TARGETS

Scope 1 & 2: Reduce absolute GHG emissions by 46% by FY30 from a FY19 baseline year

Scope 3: Reduce Scope 3 GHG emissions 58% per $m gross profit by FY30 from a FY19 baseline year

We intend to achieve our Scope 3 targets by:

- Setting robust materials targets for each of our brands which include using more recycled, re-purposed, regenerated (plant-based), renewable (bio-based), or certified preferred/natural
- At least 55% of footwear materials and 75% of all apparel, accessories and home good materials will be made with preferred materials
- Environmental tracking of all supply chain partners to measure and reduce where possible
- Improve textile manufacturing, dyeing, and finishing impact including the use of greige materials
- Incorporate longevity tactics into our products by integrating physical performance criteria, silhouette, and color ecology to improve end-of-life
- Ensure our brands have waste diversion and waste reduction targets for foams and or textile waste
- Drive consumers toward preferred shipping methods
- Reduce overall employee travel

FY19* EMISSIONS SUMMARY

SCOPE	FY19 (METRIC TONS CO2E)	FY19 (PERCENTAGE)
SCOPE 1 (EMISSIONS FROM OWNED OR CONTROLLED SOURCES)	417	0.05%
SCOPE 2 MARKET BASED (EMISSIONS FROM LEASED OFFICES, DISTRIBUTION CENTERS, SOME RETAIL STORES)	1,077	0.12%
SCOPE 3 (ALL OTHER EMISSIONS - SEE BELOW)	881,331	99.83%
TOTAL	**882,825**	**100%**

ENVIRONMENT

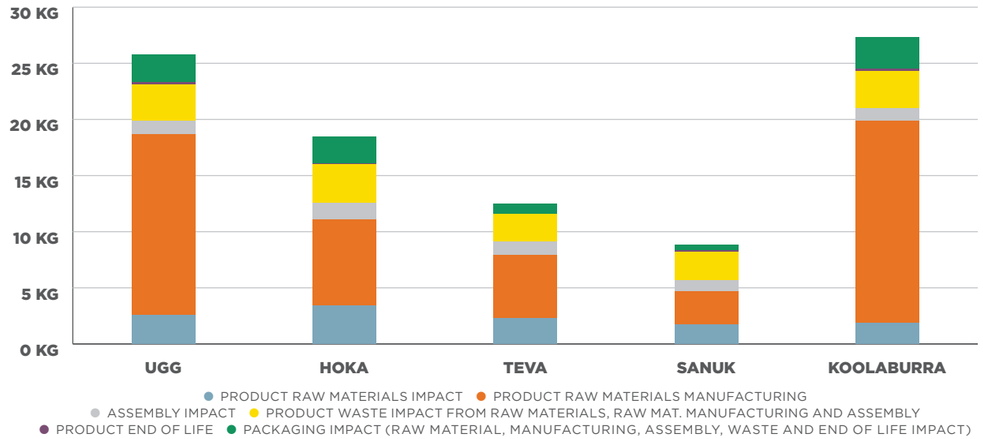
CLIMATE AND CLEAN ENERGY (CONTINUED)

FY19 SCIENCE-BASED TARGETS

DETAILED SCOPE 3 EMISSIONS	**FY19** (BASELINE YEAR) **EMISSIONS** (METRIC TONS CO2 EQV.)	**FY19** (BASELINE YEAR) **% BREAKDOWN**
1. PURCHASED GOODS AND SERVICES	793,049	90.0%
2. CAPITAL GOODS	13,057	1.5%
3. FUEL AND ENERGY RELATED ACTIVITIES	365	—%
4. UPSTREAM TRANSPORTATION & DISTRIBUTION	24,441	2.8%
5. WASTE GENERATED IN OPERATIONS	1,237	0.1%
6. BUSINESS TRAVEL	4,549	0.5%
7. EMPLOYEE COMMUTING	6,101	0.7%
8. UPSTREAM LEASED ASSETS	12,649	1.4%
9. DOWNSTREAM TRANSPORTATION & DISTRIBUTION	7,532	0.9%
10. PROCESSING OF SOLD PRODUCTS	—	—
11. USE OF SOLD PRODUCTS	7,640	0.9%
11A. DOWNSTREAM EMISSIONS FROM FOSSIL FUELS DISTRIBUTED, BUT NOT SOLD BY THE COMPANY		%
12. END-OF-LIFE TREATMENT OF SOLD PRODUCTS	10,711	1.2%
13. DOWNSTREAM LEASED ASSETS	—	—
14. FRANCHISES	—	—
15. INVESTMENTS	—	—
TOTAL SCOPE 3 EMISSIONS	**881,331**	**100%**

**FY19 is our baseline for science-based target reporting as SBTI wanted an accurate reflection of our business pre-COVID. We will be reporting FY20-FY22 emissions summary in our FY22 CR Report.*

FY19 SCOPE 3 BRAND-SPECIFIC GHG EMISSIONS BY GATE
KG OF CO2 / PAIR



SPECIFIC GATE IMPACT (KGCO2E/PAIR)	**UGG**	**HOKA**	**TEVA**	**SANUK**	**KOOLABURRA**
PRODUCT RAW MATERIALS IMPACT	2.53	3.39	2.29	1.74	1.9
PRODUCT RAW MATERIALS MANUFACTURING	16.11	7.69	5.59	2.95	17.99
ASSEMBLY IMPACT	1.21	1.51	1.24	0.96	1.11
PRODUCT WASTE IMPACT FROM RAW MATERIALS, RAW MAT. MANUFACTURING AND ASSEMBLY	3.25	3.43	2.39	2.59	3.28
PRODUCT END OF LIFE	0.23	0.04	0.07	0.08	0.22
PACKAGING IMPACT (RAW MATERIAL, MANUFACTURING, ASSEMBLY, WASTE AND END OF LIFE IMPACT)	2.42	2.41	0.85	0.54	2.83
TOTAL PRODUCT AND PACKAGING IMPACT	**25.75**	**18.47**	**12.44**	**8.85**	**27.34**

Over 99% of our overall footprint occurs at Scope 3. Our brands are committed to reducing emissions on a per pair basis and have adopted physical intensity targets shown on next page.

ENVIRONMENT

CLIMATE AND CLEAN ENERGY (CONTINUED)

PHYSICAL INTENSITY REDUCTIONS BY BRAND

BRAND-SPECIFIC PHYSICAL INTENSITY TARGETS AND PROGRESS
(GHG EMISSIONS)

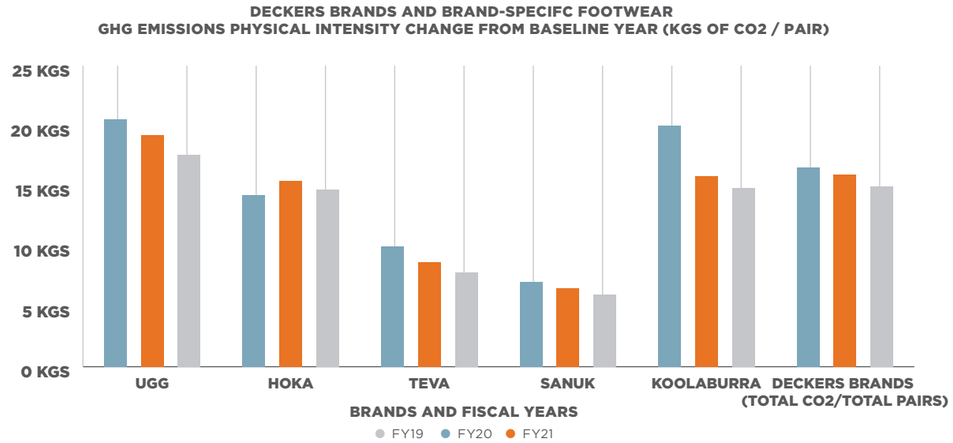
BRAND	PHYSICAL INTENSITY REDUCTION TARGETS	FY	GHG EMISSIONS (EQV. CO2 KG) PER PAIR	CUMULATIVE CHANGE	STATUS
UGG	UGG footwear to reduce GHG emissions by 40% per pair by 2030	FY19	20.57	—	On Track
		FY20	19.25	*(6.41)*%	
		FY21	17.60	*(14.45)*%	
HOKA	HOKA footwear to reduce GHG emissions by 20% per pair by 2030	FY19	14.2773	—	Improving
		FY20	15.4106	7.94%	
		FY21	14.7023	2.98%	
Teva	Teva footwear to reduce GHG emissions by 35% per pair by 2030	FY19	9.9923	—	On Track
		FY20	8.6817	*(13.12)*%	
		FY21	7.8634	*(21.31)*%	
Sanuk	Sanuk footwear to reduce GHG emissions by 40% per pair by 2030	FY19	7.0624	—	On Track
		FY20	6.5195	*(7.69)*%	
		FY21	5.979	*(15.34)*%	
Koolaburra by UGG	Koolaburra footwear to reduce GHG emissions by 35% per pair by 2030	FY19	20.0209	—	On Track
		FY20	15.8422	*(20.87)*%	
		FY21	14.8768	*(25.69)*%	

**Note, we filed economic intensity targets with SBTi — the above showcases our internal targets that the brands have adopted.*

***Note, these targets do not incorporate packaging as they have their own targets.*

****Note, the above chart recognizes Tier 2 impact but, as part of our continued evolution, will include all Tiers next year.*

DECKERS BRANDS GHG EMISSIONS PHYSICAL INTENSITY



DECKERS BRANDS AND BRAND-SPECIFIC FOOTWEAR GHG EMISSIONS PHYSICAL INTENSITY CHANGE FROM BASELINE YEAR (KG OF CO2 / PAIR)

BRAND	FY19	FY20	FY21
UGG	20.57	19.25	17.60
HOKA	14.28	15.41	14.70
TEVA	9.99	8.68	7.86
SANUK	7.06	6.52	5.98
KOOLABURRA	20.02	15.84	14.88
DECKERS BRANDS (TOTAL CO2/TOTAL PAIRS)	**16.56**	**15.98**	**15.01**

ENVIRONMENT

CLIMATE AND CLEAN ENERGY (CONTINUED)

CARBON NEUTRALITY

We are in the process of exploring the right target timeline for the organization and its brands to become carbon neutral. As said previously, our position is to first measure, then reduce, then anticipate supplementing with offsets. Now that we have completed our carbon accounting we will continue to work to achieve our reduction targets through preferred material selections, lean manufacturing, and improving our waste diversion strategy. Carbon offsets will be considered in the near future—more to come.

REGENERATIVE FARMING

Regenerative agriculture is a conservation and rehabilitation approach for the food and farming systems. It focuses on topsoil regeneration, increasing biodiversity and improving the water cycle, enhancing ecosystem services, and supporting biosequestration. Healthy soil means thriving biodiversity and increased opportunity for carbon sequestration. That is why we believe supporting regenerative agriculture is a way to combat human driven climate change and promote a regenerative society.

Deckers committed to restoring 200,000 acres of land in FY21 and 1,000,000 acres of land by 2025 through regenerative farming practices with the Savory Institute. The Savory Institute's Land to Market™ program is the world's first verified regenerative sourcing solution for meat, dairy, wool and leather.

Using ecological outcome verification, developed in collaboration with leading scientists and researchers around the world, EOV™ is an empirical and scalable soil and landscape assessment methodology that tracks outcomes in soil health, biodiversity and ecosystem function.

Our vision is to support the evolution of the Australian sheepskin industry, where the vast majority of our sheepskin for UGG is sourced. We can use our scale as a force for good helping to shift the mindsets of farmers. Our hope is that this commitment will also allow regenerative sheepskin to reach the scale needed for use in our products.

CORPORATE TRAVEL EMISSIONS

ALTERNATIVE COMMUTE PROGRAM

We encourage our employees to participate in our alternative commute program. Employees who take advantage of this program are compensated $1 per trip. In FY21, given the continued challenges of COVID-19, our offices, like many others, allowed employees to work remotely. As such, we are not reporting savings from our alternative commute program as most of our employees were not commuting.

AIR TRAVEL

We monitor global employee business-related travel emissions. In FY21, our global employees travel emitted 163,115 lbs of CO2 eq. or 81.55 tons, a significant decrease over the 11,641,280 lbs, or 5,820 tons in FY20. While we are happy with this result, it is not an accurate reflection of employee travel due to the continued travel restrictions presented by the global COVID-19 pandemic. We still intend to reduce employee travel by 50% (from FY20 baseline number) and we look forward to continuing to track our progress.

SHIPPING CARRIER EMISSIONS

We recognize that we make products intended for consumers all over the globe. With that comes transportation and logistics which can be environmentally taxing. We are committed to using shipping carriers that participate in the Protecting Blue Whales and Blue Skies Program Vessel Speed Reduction Initiative.

The initiative works with shipping companies to slow down vessels when traveling short journeys through protected areas, which leads to numerous benefits, including reduced air pollution and increased protection of the endangered blue, humpback, and fin whales.

Shipping companies participating in the program receive recognition and financial awards based on the distance traveled by their vessels at 10 knots or less in waters off the San Francisco Bay Area and southern California, including the Santa Barbara Channel—not far from Deckers' HQ.

Reducing speed in and around these densely populated regions and whale rich waters decreases the likelihood of ships fatally striking whales while also decreasing regional greenhouse gas emissions and on-shore air pollution.

The majority of our carriers participate in this impactful program. In this past season alone, by slowing down their ships our carriers have reduced regional CO2e emissions an estimated 20,546 metric tonnes and NOx emissions by 635 tonnes. As a whole, this program also resulted in an ocean noise reduction of 4 decibels per transit, and reduced the risk of lethal ship strikes on whales risk by 35%.

ENVIRONMENT

CLIMATE AND CLEAN ENERGY (CONTINUED)

ELECTRICITY USAGE

CORPORATE OFFICES

Our LEED Certified Corporate Headquarters has approximately 1,170 solar panels installed on the roof which help to offset electric energy usage. Our campus consists of three buildings that house employees during working hours. In FY21, we saw a 22.59% reduction in our electric energy usage that can be attributed primarily to the application of demand level settings in our HVAC system and the fact that most of our employees were remote in FY21.

Our corporate headquarters also utilizes 100% LED lighting which reduces our carbon footprint, saves energy, and reduces waste as it decreases the frequency of replacing bulbs when compared to regular bulbs.

By utilizing a combination of solar and clean renewable sources our Goleta headquarter is 100% renewable. Another positive step in our sustainability journey.

CORPORATE HQ SOLAR ELECTRIC ENERGY BREAKDOWN

	FY20 SOLAR KW	FY20 ELECTRIC KW	FY21 SOLAR KW	FY21 ELECTRIC KW
CORPORATE HQ	568,381	1,328,751	506,573	1,041,129
% SPLIT	29.96	70.04	32.70%	67.30%

DISTRIBUTION CENTER

Our Moreno Valley Distribution Center is also a LEED certified Silver location and has installed 120 solar panels helping to offset electric energy usage. The facility is also equipped with operating systems that go into an energy conservation mode when the operation senses a certain amount of inactivity, only applying the minimum amount of electricity required across all areas of fulfillment.

DISTRIBUTION CENTER SOLAR ELECTRIC ENERGY BREAKDOWN

	FY20 SOLAR KW	FY20 ELECTRIC KW	FY21 SOLAR KW	FY21 ELECTRIC KW
MORENO VALLEY	1,008,276	7,123,952	1,315,752	7,479,588
% SPLIT	12%	88%	15%	85%

CORPORATE OFFICE ENERGY USE (KWH/SQFT FOR FY21)

OFFICES	TOTAL (KWH)	KWH/SQFT (FISCAL YEAR)	KWH/SQFT (DAY)
CORPORATE HQ BUILDING 1	451,632	10.49	0.03
CORPORATE HQ BUILDING 2	423,,956	5.64	0.02
CORPORATE HQ BUILDING 3	29,745	0.81	0.002
CORPORATE HQ BUILDING 4	605,686	20.21	0.06
CORPORATE HQ PARKING LOT LIGHTS	35,920	n/a	n/a
FLAGSTAFF OFFICE	53,360	7.23	0.02
DECKERS EUROPE LIMITED (OFFICE)	177,121	6.07	0.02
DECKERS OUTDOOR INTERNATIONAL LIMITED	26,529	6.11	0.02
DECKERS FOOTWEAR (SHANGHAI) **CO., LTD.**	108,840	4.45	0.01
DECKERS OUTDOOR (GUANGZHOU) **CONSULTING CO., LTD.**	222,795	8.42	0.02
DECKERS OUTDOOR (GUANGZHOU) **CONSULTING CO., LTD.** (VIETNAM REPRESENTATIVE OFFICE)	25,527	5.39	0.01
DECKERS JAPAN G.K.	14,168	2.74	0.01
	37,342	8.01	0.02
	13,229	2.61	0.01
DECKERS MACAU LIMITED	8,527	7.34	0.02
TOTAL	**2,346,156**	**81.32**	**—**

**Note, while the above only shows some of our offices, all were accounted for in our SBTi science-based targets.*

ENVIRONMENT

CLIMATE AND CLEAN ENERGY (CONTINUED)

ELECTRICITY USAGE (CONTINUED)

RETAIL STORE LOCATIONS

In FY21, we continued tracking energy usage at the U.S. retail store locations where we are responsible for utility invoices. Some U.S. stores, as well as all of our international stores, have landlord tenant relationships where the landlord is responsible for payment of utilities and, as such, we do not have visibility into energy usage at those locations, but all were accounted for in our science-based targets.

STORE NAME	TOTAL (KWH)	KWH/SQFT (FISCAL YEAR)
ALBERTVILLE MN PREMIUM	9,299	3.63
ATLANTA LENOX SQUARE	56,717	23.8
CAMARILLO OUTLET	33,320	10.69
CHICAGO PREMIUM OUTLET	49,032	13.62
CITADEL OUTLET SHOPPING	55,785	18.71
DESERT HILLS CABAZON CA	48,921	12.23
FASHION OUTLET OF CHICAGO	35,898	16.6
FASHION SHOW MALL LAS VEGAS	14,870	5.58
FASHION VALLEY	40,392	12.72
GREAT MALL OUTLET	23,888	7.9
JERSEY SHORE PREMIUM	84,144	16.04
LAS VEGAS PREMIUM OUTLET	73,851	14.77
LEESBURG VA OUTLET	25,036	10.01
MICHIGAN AVENUE	278,760	37.66
PLEASANT PRAIRIE WI OUTLET	69,986	13.64
POWELL STREET	96,552	21.1
RIVERHEAD	46,266	15.422
SAN FRANCISCO PREMIUM OUTLETS	43,917	12.92
SANUK DISNEY SPRINGS	29,862	26.83
SAWGRASS MILLS	141,972	31.82
SEATTLE PREMIUM OUTLET	37,702	12.58
SHANGHAI GRAND GATEWAY	18,983	14.46
SHANGHAI INTERNATIONAL APM CONCEPT (IAPM)	17,626	12.13
SOHO NYC CONCEPT	60,856	20.29
SOUTH COAST PLAZA	33,022	9.64
UGG DISNEY SPRINGS	194,360	44.2
UGG KOBE	55,466	17.22
UGG OSAKA	85,190	17.58
UGG SAPPORO	85,703	12.11
VENTURA CA OUTLET	60,581	7.67
WAIKELE HI OUTLET	38,713	16.13
WAIKIKI HI CONCEPT	24,307	2.7
WESTCHESTER NY CONCEPT	50,520	17.45
WESTFIELD GARDEN STATE PLAZA	28,166	7.87
WOODBURY COMMON	66,908	15.05
WRENTHAM MA OUTLET	13,624	3.91
5TH AVENUE FLAGSHIP	79,400	6.18
TOTAL	2,209,596	562.87

**Between FY20 and FY21 we closed 5 stores. We have approximately 141 global retail stores.*
Note, while the above only shows some of our retail stores, all were accounted for in our SBTi science-based targets.

ENVIRONMENT

CLIMATE AND CLEAN ENERGY (CONTINUED)

ELECTRICITY USAGE (CONTINUED)

NEW YORK FLAGSHIP STORE

Built to reflect the brands evolution from the iconic Classic boot to a full lifestyle brand that offers an expansive collection of footwear, ready-to-wear, accessories and home, the multi-level, 12,842 square foot store reflects and reimagines the brands California roots. UGG® has always been an emotional brand because of the way it makes you feel, and we want our consumers to feel good about their purchase. That is why we made sure that this store, in the heart of New York, is also a LEED certified silver building.

SUPPLY CHAIN ENERGY CONSUMPTION

In FY21, our Tier 1 partners reduced their energy consumption by 13.3%, exceeding our 10% reduction target. Our Tier 2 bottom suppliers and tannery partners unfortunately struggled to meet our target in FY21. Tanneries in category D met our target while those in category C and F increased their energy consumption. Our partners cited increased production, to accommodate for shipping or COVID related delays, as the primary reason for increased energy consumption. We will continue to work with our supply chain partners to reduce their energy consumption by 10% (Tier 1) and 5% (Tier 2) in FY21 and beyond.

NY Flagship store

ENERGY INTENSITY PER POUND OF RAW MATERIAL SOURCED*

DECKERS ENERGY INTENSITY BREAKDOWN	FY19
GHG EMISSIONS (KG OF CO2)	882,825,000
TOTAL KWH	625,827,579
TOTAL LBS OF MATERIAL SOURCED	106,565,831
KWH / LBS OF MATERIAL SOURCED	5.873

**The national weighted average carbon dioxide marginal emission rate for delivered electricity in 2019 was 1,562.4 lbs CO2 per megawatt-hour, which accounts for losses during transmission and distribution (EPA 2020). 1,562.4 lbs CO2 per megawatt-hour = 0.708892 kg CO2 per KWH.*

	TIER 1 FOOTWEAR FACTORIES	TIER 2 BOTTOM SUPPLIERS
FY22 TARGET	Reduce energy consumption among T1 partners by 10% and T2 bottom partners by 5%	
STATUS	√	X
FY19	2.90 Kwhe/pair	0.82 Kwhe/pair
FY19 FACILITIES MONITORED	13	6
FY20	2.03 Kwhe/pair	2.64 Kwhe/pair
FY20 FACILITIES MONITORED	14	8
FY21	1.76 Kwhe/pair	2.70 Kwhe/pair
FY21 FACILITIES MONITORED	14	7

	TIER 2 TANNERIES		
	C RAW HIDE/SKIN TO FINISHED LEATHER)	**D** TANNED HIDE/SKIN TO FINISHED LEATHER	**F** TANNED HIDE/SKIN TO CRUST LEATHER
STATUS	Needs Improvement	√	Needs Improvement
FY22 TARGET	All tanneries are Leather Working Group Certified Gold *(highest rating)*. Our goal is to continue monitoring them so that they maintain their Gold level rating and maintain industry best practices.		
FY20 FACILITIES MONITORED	2	6	1
FY20	32.96 MJm2	23.24 MJm2	19.55 MJm2
FY21 FACILITIES MONITORED	2	5	1
FY21	34.29 MJm2	20.84 MJm2	69.07 MJm2

**In FY20, we revised our tracking formulas from Kwhe/pair to LTR/ m^2. This aligns with Leather Working Group and will allow us to easily transition when we evolve our raw materials LCA to include production.*

***'C', 'D', 'F' refer to* **Leather Working Group** *tannery categories. Category C is referring to raw hide/skin to finished leather, Category D is referring to tanned hide/skin to finished leather and Category F is referring to tanned hide/skin to crust leather.*

ENVIRONMENT

CLIMATE AND CLEAN ENERGY (CONTINUED)

BRAND-SPECIFIC ENERGY USAGE TARGETS AND PROGRESS

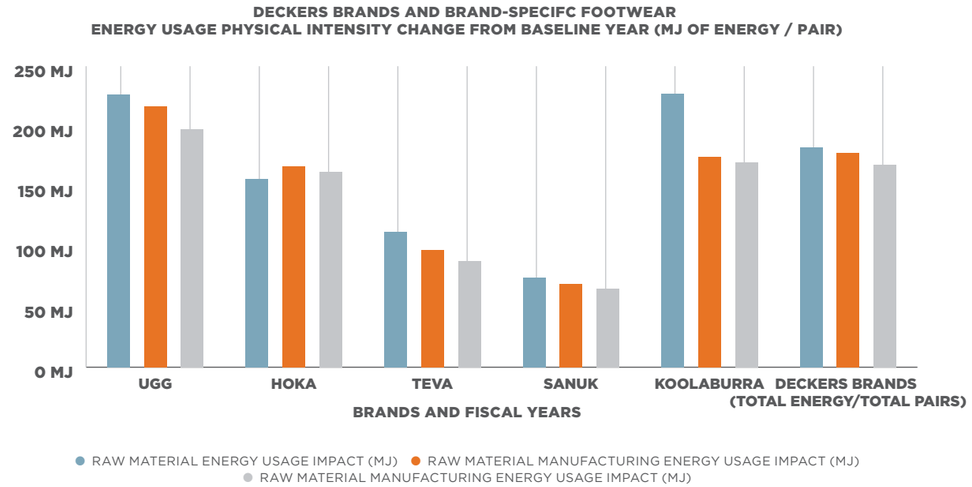
Over 99% of our overall footprint occurs at Scope 3. We cannot meet our targets without our brands as they play a significant role in our overall energy usage. Our brands are committed to reducing energy usage on a per pair basis. Below outlines our brands cumulative reduction per pair from baseline year (FY19).

BRAND-SPECIFIC PHYSICAL INTENSITY TARGETS AND PROGRESS (ENERGY USAGE)

BRAND	PHYSICAL INTENSITY REDUCTION TARGETS	FY	ENERGY (MJ) PER PAIR	CUMULATIVE CHANGE	STATUS
UGG	UGG footwear to reduce Energy Usage by 35% per pair by 2030	FY19	227	—	On Track
		FY20	216	*(4.51)*%	
		FY21	198	*(12.82)*%	
HOKA	HOKA footwear to reduce Energy Usage by 25% per pair by 2030	FY19	157	—	Improving
		FY20	167	6.65%	
		FY21	162	3.57%	
Teva	Teva footwear to reduce Energy Usage by 30% per pair by 2030	FY19	112	—	On Track
		FY20	97	*(13.41)*%	
		FY21	88	*(21.39)*%	
Sanuk	Sanuk footwear to reduce Energy Usage by 40% per pair by 2030	FY19	74	—	On Track
		FY20	69	*(6.84)*%	
		FY21	66	*(12.00)*%	
KOOLABURRA BY UGG	Koolaburra footwear to reduce Energy Usage by 35% per pair by 2030	FY19	227	—	On Track
		FY20	175	*(22.97)*%	
		FY21	170	*(25.01)*%	

**Note, we filed economic intensity targets with SBTi—the above our internal targets we have set for our brands to achieve.*

ENERGY METRICS (CONTINUED)



DECKERS BRANDS AND BRAND-SPECIFIC FOOTWEAR ENERGY USAGE PHYSICAL INTENSITY CHANGE FROM BASELINE YEAR (MJ OF ENERGY / PAIR)

BRAND	FY19	FY20	FY21
UGG	226.70	216.48	197.64
HOKA	156.60	167.02	162.19
TEVA	112.30	97.24	88.29
SANUK	74.44	69.35	65.51
KOOLABURRA	227.21	175.02	170.37
DECKERS BRANDS (TOTAL ENERGY/TOTAL PAIRS)	**182.52**	**178.10**	**167.97**

ENVIRONMENT

WATER

WATER

REDUCE WATER CONSUMPTION AND IMPROVE WATER QUALITY
THROUGHOUT OUR OPERATIONS AND THE COMMUNITIES IN WHICH WE OPERATE

OUR APPROACH

Only 0.5% of the Earth's water is available freshwater. We must do our part to find solutions and be creative with water usage in order to promote resiliency.

We use water, in large part, to process and prepare the materials used in our products. Dyeing, scouring and bleaching are environmentally taxing and we want to ensure that we are being mindful of our water consumption. Our materials team is working to identify more efficient dye techniques and we are committed to sourcing 100% of our hides from Leather Working Group certified tanneries who promote sustainable business practices.

Our water strategy includes tracking and monitoring, reduction targets and increased water recycling. Doing our part to not use more than we need and to contribute more than we take.

FY21, we intend to support various water projects focused on providing reliable, ongoing water and sanitation services to our global communities.

CORPORATE HEADQUARTERS WATER USAGE EFFORTS

We are committed to reducing our overall water usage. As a LEED silver certified building our corporate headquarters location utilizes low flow fixtures—saving approximately 350,000 gallons of water each year. We have drought tolerant landscaping and collect rainwater that flows through a culvert system which is ultimately put back into the wetland restoration areas surrounding our corporate campus. We continue to track water usage at our corporate HQ, and while we don't expect these numbers to reduce significantly (given the measures we already implemented to reduce water usage), we have seen a reduction from our baseline year of 2019.

CORPORATE HEADQUARTERS WATER USAGE
(IN 100 CUBIC FEET)

2019	4,815
2020	4,169
2021	4,656

SUPPLY CHAIN WATER USAGE EFFORTS

Understanding that our largest environmental impact occurs at the raw material level, we continued to monitor 29 of our supply chain partners (14 of our Tier 1 factory partners and 15 of our Tier 2 partners compared to 31 partners in FY20). We expect our partners to adhere to the highest standards of water efficiency and discharge. We require 100% of our partners to have wastewater discharge permits to ensure proper disposal.

Our target is to reduce our water usage among Tier 1 partners by 15% and among Tier 2 by 5%. In FY21, we saw 28% reduction in water usage at the Tier 1 level. Our Tier 2 partners unfortunately saw an increase in water usage and did not achieve our 5% reduction target. Our Tier 2 partners cited increased production, to accommodate for shipping or COVID related delays, as the primary reason for increased water usage. Our partners share in our vision to minimize water consumption and we are excited to continue working with them to reach these targets.

	TIER 1 FOOTWEAR FACTORIES	TIER 2 BOTTOM SUPPLIERS
TARGET	Reduce water usage among T1 partners by 15% Reduce water usage among T2 bottom suppliers by 5%.	
STATUS	√	X
FY19	16.58 L/pair	1.72 L/pair
FY19 FACILITIES MONITORED	13	6
FY20	15.91 L/pair	3.79 L/pair
FY20 FACILITIES MONITORED	14	7
FY21	11.38 L/pair	4.59 L/pair
FY21 FACILITIES MONITORED	14	7

	TIER 2 TANNERIES		
	C RAW HIDE/SKIN TO FINISHED LEATHER	**D** TANNED HIDE/SKIN TO FINISHED LEATHER	**F** TANNED HIDE/SKIN TO CRUST LEATHER
FY22 TARGET	All tanneries are Leather Working Group Certified Gold *(highest rating)*. Our goal is to continue monitoring tanneries so that they maintain their gold level rating and maintain industry best practices.		
STATUS	√	X	X
FY20	172.18 LTR/M²	63.77 LTR/M²	37.92 LTR/M²
FY20 FACILITIES MONITORED	2	6	1
FY21	151.77 LTR/M²	74.41 LTR/M²	47.89 LTR/M²
FY21 FACILITIES MONITORED	2	5	1

**In FY20, we revised our tracking formulas from Kwhe/pair to LTR/ M². This aligns with Leather Working Group and will allow us to easily transition when we evolve our raw materials LCA to include production.*

***'C', 'D', 'F' refer to* **Leather Working Group** *tannery categories. Category C is referring to raw hide/skin to finished leather, Category D is referring to tanned hide/skin to finished leather and Category F is referring to tanned hide/skin to crust leather.*

SUPPLY CHAIN WATER RECYCLED

T1 AND T2 RECYCLED WATER RECORDS

FACILITY CATEGORY	FY19 (LITERS)	FY20 (LITERS)	FY21 (LITERS)
TIER1 - FOOTWEAR	134,105,000	165,328,000	160,692,000
TIER2 - BOTTOM	78,340,000	37,804,000	83,277,000
TIER2 - TANNERY	802,575,000	1,551,932,000	723,000,000
TOTAL	1,015,020,000	1,755,064,000	966,969,000

**Data pulled from 14 participating footwear factories, 7 bottom suppliers, and 8 tanneries.*

ENVIRONMENT

WATER (CONTINUED)

BRAND-SPECIFIC WATER LCA METRICS AND PROGRESS

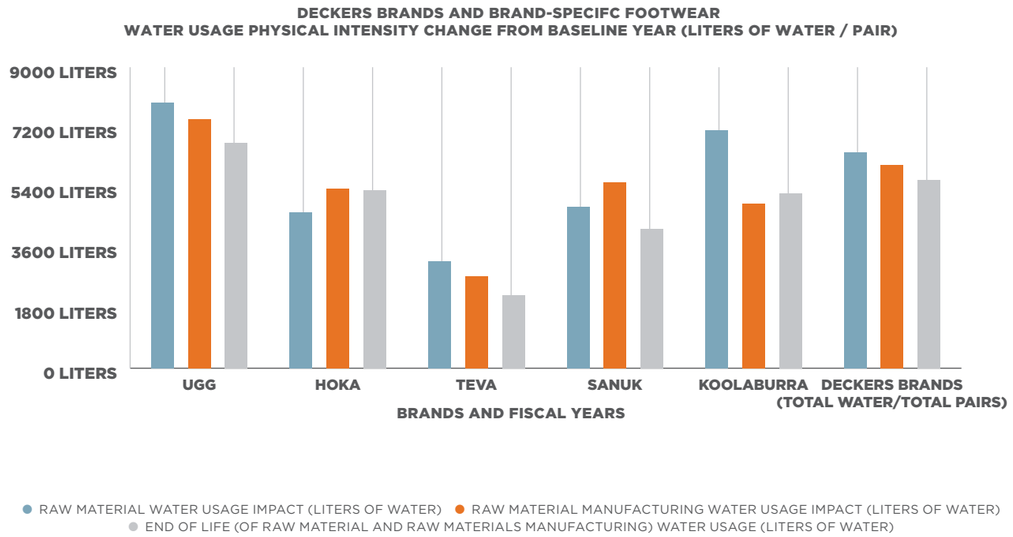
Over 99% of our overall footprint occurs at Scope 3. We cannot meet our targets without our brands as they play a significant role in our overall water impact. Our brands are committed to reducing water usage on a per pair basis. Below outlines our brands cumulative reduction per pair from baseline year (FY19).A

BRAND-SPECIFIC PHYSICAL INTENSITY TARGETS AND PROGRESS (WATER USAGE)

BRAND	PHYSICAL INTENSITY REDUCTION TARGETS	FY	WATER USAGE (LITERS) PER PAIR	CUMULATIVE CHANGE	STATUS
UGG	UGG footwear to reduce water usage by 30% per pair by 2030	FY19	7,933	—	On Track
		FY20	7,449	*(6.09)*%	
		FY21	6,737	*(15.08)*%	
HOKA	HOKA footwear to reduce water usage by 20% per pair by 2030	FY19	4664	—	Improving
		FY20	5368	15.08%	
		FY21	5316	13.97%	
Teva	Teva footwear to reduce water usage by 45% per pair by 2030	FY19	3199	—	On Track
		FY20	2751	*(13.99)*%	
		FY21	2187	*(31.64)*%	
Sanuk	Sanuk footwear to reduce water usage by 30% per pair by 2030	FY19	4830	—	On Track
		FY20	5549	14.89%	
		FY21	4163	*(13.81)*%	
KOOLABURRA BY UGG	Koolaburra footwear to reduce water usage by 35% by 2030	FY19	7122	—	On Track
		FY20	4919	*(30.93)*%	
		FY21	5224	*(26.64)*%	

**Note, we filed economic intensity targets with SBTi—the above our internal targets we have set for our brands to achieve.*

PRODUCT AND PACKAGING WATER LCA METRICS (CONTINUED)



DECKERS BRANDS AND BRAND-SPECIFIC FOOTWEAR WATER USAGE PHYSICAL INTENSITY CHANGE FROM BASELINE YEAR (LITERS OF WATER / PAIR)

BRAND	FY19	FY20	FY21
UGG	7933	7449	6737
HOKA	4664	5368	5316
TEVA	3199	2751	2187
SANUK	4830	5549	4163
KOOLABURRA	7122	4919	5224
DECKERS BRANDS (TOTAL WATER/TOTAL PAIRS)	**6448**	**6072**	**5618**

ENVIRONMENT

WASTE

WASTE

SUSTAINABLY REDUCE WASTE GENERATION AT OUR FACILITIES AND PARTNER FACILITIES THROUGH PREVENTION, REDUCTION, RECYCLING, AND REUSE

OUR APPROACH

A majority of Earth's resources are finite. The outdated take-make-waste linear system no longer works in today's world as it assumes we will always have resources to 'make'. We look at waste holistically: studying waste generation, waste diversion, end-of-life, and manufacturing/post-industrial waste.

Furthermore, rivers collectively dump about **2.75 million metric tons of waste into the ocean annually**. Ten distinct rivers, located in Asia and Africa, are thought to carry about 93% of trash that is eventually found in our oceans. We manufacture primarily in Asia and are committed to doing our part to engage our global partners on proper waste management. We monitor waste generation and waste diversion among certain supply chain partners and organize an annual beach clean up in APAC.

At our corporate offices, we continue to take steps to eliminate single use plastics and utilize technology to create less waste. Additionally, we are committed to ensuring that our Moreno Valley distribution center is a zero-waste facility by 2023.

CORPORATE HEADQUARTERS WASTE MITIGATION EFFORTS

SINGLE USE PLASTICS

According to the Washington Post, by 2050 there will be **more plastic in the ocean than fish** and **40% of plastic produced is packaging used just once and then discarded**. Our hope is to contribute to the reduction of this statistic by properly managing and optimizing our waste generation.

In FY21, we continued on our single-use plastic elimination efforts. Our campus café remains free of most single use plastics. Water stations are located throughout our corporate headquarters and we encourage all employees to use their gifted stainless steel water bottle and coffee mugs.

Our Vietnam, Guangzhou, Hong Kong, Shanghai and Japan offices all participated in our plastic waste reduction program. In FY21, by simply encouraging employees to use their reusable water bottles, our offices saved 17,964 water bottles, a 97.4% increase from the 9,000 bottles saved in FY20. We also encouraged our supply chain partners in China and Vietnam to reduce water bottle usage. To date our supply chain partners have saved approximately 51,335 plastic bottles, an 80.6% increase from the 23,461 bottles saved in FY20.

	BOTTLE COUNT	PERCENTAGE SAVED
VIETNAM OFFICE	4,344	96.3%
GUANGZHOU OFFICE	13,620	97.8%
SUPPLY CHAIN FACILITIES (7 PARTICIPATING)	51,335	80.6%
TOTAL	69,299	

**FY19 baseline year*

***Total Plastic Bottles Saved FY21: total bottles FY19-total bottles in FY21*

****% Saved FY21: Total plastic bottles FY21/total plastic bottles in FY19 x 100%*

ENVIRONMENT

WASTE (CONTINUED)

MORENO VALLEY DISTRIBUTION CENTER WASTE MITIGATION EFFORTS

Our Moreno Valley Distribution Center is a state-of the-art facility but, at approximately 1.6 million square feet, has a substantial footprint. A facility of this size is a significant waste generator, but we are proud to recycle about 93% of our total waste. This is a 3% decrease from the 96% recycled in FY20 (meaning more went to trash). A few of our brands had old Point of Purchase displays (POP) which needed to be disposed of and unfortunately they were not recyclable which lead to an increase in waste going to trash. We also saw increased waste generation when compared to FY20 which can be attributed to our continued growth. Our goal remains the same, we want this location to be a zero-waste facility by 2027. We know we have some work to do to get back on track and we look forward to completion of this target.

	MORENO VALLEY	MORENO VALLEY % SPLIT
FY20 TOTAL TRASH (TONS)	130	4%
FY20 TOTAL RECYCLED (TONS)	2,768	96%
FY21 TOTAL TRASH (TONS)	241	7%
FY21 TOTAL RECYCLED (TONS)	3,228	93%

VIRTUAL BRAND CONFERENCES

The COVID-19 pandemic challenged us to shift our 'normal' and rely on technology rather than face-to-face interaction. In FY21, our brands continued to hold their brand conferences virtually. And, while it was an interesting adjustment, it also brought a lot of good as we were able to pivot and realize that so much of what we do can be done virtually saving resources. Being faced with a pandemic of this magnitude creates beneficial long-term change and we are committed to utilizing available technology to create efficiencies ultimately using fewer environmental resources.

DIGITALIZATION OF PRODUCT CREATION

3D PRINTING AND DESIGN

3D printing and design allows us to visualize design intent before finalizing a sample. This can reduce the number of samples manufactured and shipped.

This year, with the continued affect of the COVID-19 pandemic, 3D printing and design became even more critical. With samples not arriving on time for design teams to review and visualize, UGG, HOKA & Teva relied heavily on 3D both for their internal presentations and buyer samples.

UGG apparel greatly reduced physical sales samples normally shipped to North America and Canada, instead relying on 3D renderings to sell products to buyers.

In FY22, we will continue to utilize 3D design among all of our brands as it allows us to quickly refine designs and colorways, save on material waste, and avoid excess shipping.

ENVIRONMENT

WASTE (CONTINUED)

SUPPLY CHAIN WASTE GENERATION EFFORTS

MONITORED VS. LCA OUTREACH WASTE GENERATION

We reach out to our partners in two ways: (1) our teams in China and Vietnam monitor fourteen of our Tier 1 factories, 7 Tier 2 bottom suppliers and 8 tanneries, and (2) using our LCA tool we solicit information directly from all Tier 2 suppliers. Our LCA outreach does not currently cover tanneries or Tier 1 which is why our teams monitor them independently. We have identified room for improvement on Tier 2 and aim to incorporate our sheepskin and leather tanneries into our LCA process in FY22 for more accurate reporting.

TIER 1 AND TIER 2 MONITORED FACILITIES WASTE GENERATION

In FY21, we unfortunately saw an increase in waste generation at Tier 1 factories, Tier 2 bottom suppliers, and Tier 2 tanneries. Our partners cited increased production, to accommodate for shipping or COVID related delays, as the primary reason for increased waste generation. We intend to focus our efforts here next year by setting up new road map for collecting better data and so we can work with our partners to identify opportunities to reduce waste.

TIER 1 AND TIER 2 (MONITORED) **WASTE GENERATION**

	TIER 1: FOOTWEAR FACTORIES	TIER 2: BOTTOM SUPPLIERS	TIER 2: TANNERIES
TARGET	Reduce waste generation by 15% among T1 partners	Reduce waste generation by 5% among T2 partners	Reduce waste generation by 5% among T2 partners
STATUS	Needs improvement	Needs improvement	Needs improvement
FY19	147.58 g/pair	68.74 g/pair	97.79 g/sf
FY19 FACILITIES MONITORED	13	6	6
FY20	136.18 g/pair	26.31 g/pair	69.01 g/sf
FY20 FACILITIES MONITORED	14	8	9
FY21	180.22 g/pair	53.06 g/pair	123.16 g/sf
FY21 FACILITIES MONITORED	14	7	8

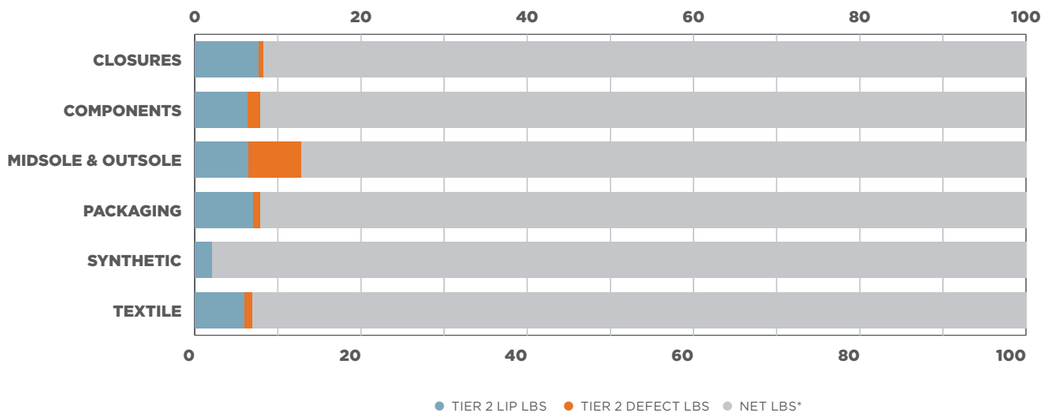
ENVIRONMENT

WASTE (CONTINUED)

LCA SUPPLY CHAIN WASTE GENERATION STUDY

DECKERS BRANDS WASTE PRODUCTION MAPS

FY21 DECKERS FOOTWEAR WASTE PRODUCTION MAP (TIER 2 ONLY)



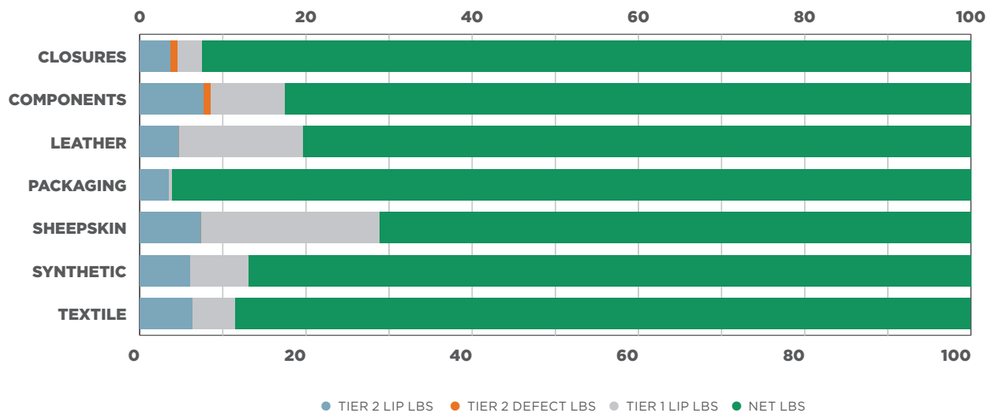
*Note, net lbs is inclusive of T1 waste

**Note, Loss in Production (LIP)

	CLOSURES	COMPONENTS	MIDSOLE & OUTSOLE	PACKAGING	SYNTHETIC	TEXTILE
T2 LIP LBS	7.71%	6.37%	6.44%	7.06%	2.1%	5.98%
T2 DEFECT LBS	0.55%	1.55%	6.35%	0.84%	0%	0.92%
NET LBS	91.74%	92.08%	87.21%	92.1%	97.9%	93.1%

*Note excluding sheepskin and leather which is covered in the tanneries chart above

FY21 DECKERS APPAREL, ACCESSORIES, AND HOME GOODS WASTE PRODUCTION MAP (TIER 1 AND TIER 2)



*Note, Loss in Production (LIP)

	CLOSURES	COMPONENTS	LEATHER	PACKAGING	SHEEPSKIN	SYNTHETIC	TEXTILE
T2 LIP LBS	3.71%	7.67%	4.74%	3.51%	7.38%	6.1%	6.36%
T2 DEFECT LBS	0.92%	0.92%	0%	0.04%	0%	0%	0%
T1 LIP LBS	2.86%	8.85%	14.9%	0.36%	21.44%	6.96%	5.17%
NET LBS	92.51%	82.57%	80.36%	96.09%	71.18%	86.94%	88.47%

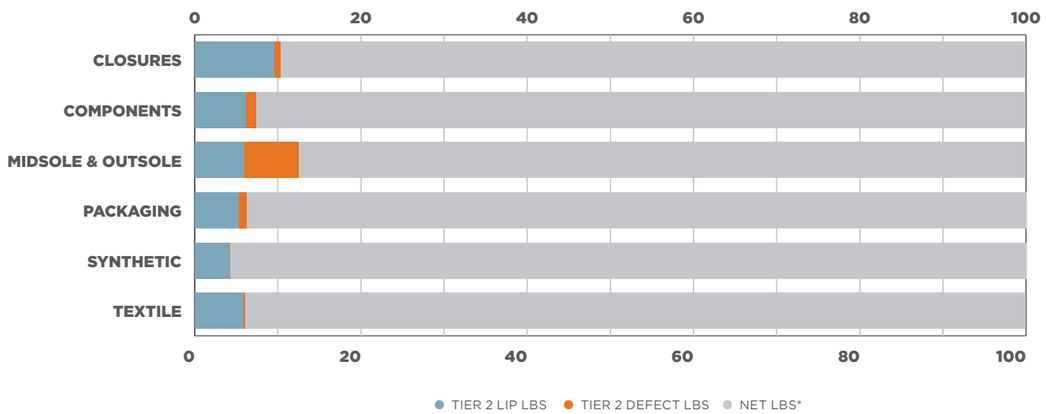
ENVIRONMENT

WASTE (CONTINUED)

LCA SUPPLY CHAIN WASTE GENERATION STUDY

UGG WASTE PRODUCTION MAPS

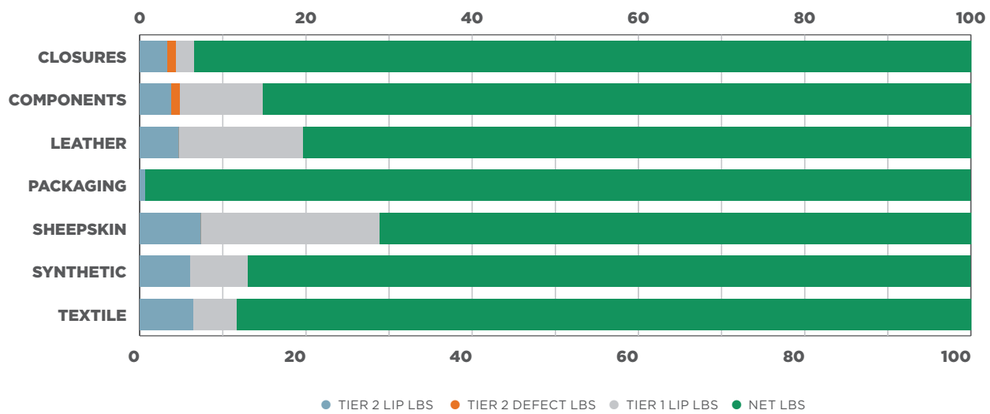
FY21 UGG FOOTWEAR WASTE PRODUCTION MAP (TIER 2 ONLY)



*Note, net lbs is inclusive of T1 waste
**Note, Loss in Production (LIP)

	CLOSURES	COMPONENTS	MIDSOLE & OUTSOLE	PACKAGING	SYNTHETIC	TEXTILE
T2 LIP LBS	9.56%	6.17%	6.01%	5.36%	4.24%	5.9%
T2 DEFECT LBS	0.83%	1.28%	6.57%	0.88%	0%	0.21%
NET LBS	89.61%	92.55%	87.42%	93.77%	95.76%	93.89%

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS WASTE PRODUCTION MAP (TIER 1 AND TIER 2)



*Note, Loss in Production (LIP)

	CLOSURES	COMPONENTS	LEATHER	PACKAGING	SHEEPSKIN	SYNTHETIC	TEXTILE
T2 LIP LBS	3.4%	3.83%	4.74%	3.68%	7.38%	6.1%	6.45%
T2 DEFECT LBS	0.97%	1.05%	0%	0.04%	0%	0%	0%
T1 LIP LBS	2.2%	6.93%	14.9%	0.36%	21.44%	6.96%	5.19%
NET LBS	93.44%	90.58%	80.36%	99.28%	71.18%	86.94%	88.37%

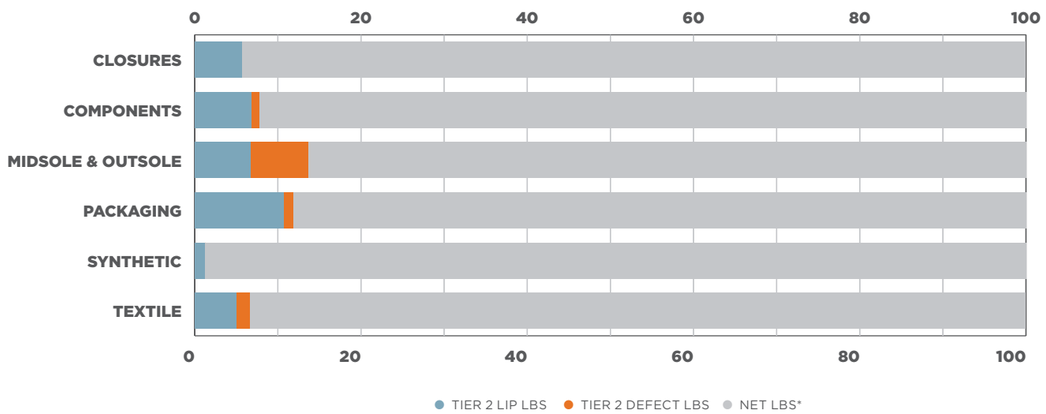
ENVIRONMENT

WASTE (CONTINUED)

LCA SUPPLY CHAIN WASTE GENERATION STUDY

HOKA WASTE PRODUCTION MAPS

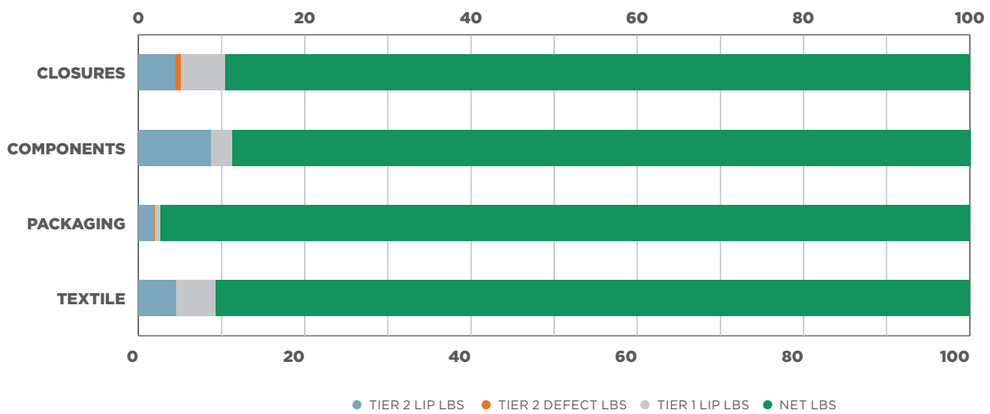
FY21 HOKA FOOTWEAR WASTE PRODUCTION MAP (TIER 2 ONLY)



*Note, net lbs is inclusive of T1 waste
**Note, Loss in Production (LIP)

	CLOSURES	COMPONENTS	MIDSOLE & OUTSOLE	PACKAGING	SYNTHETIC	TEXTILE
T2 LIP LBS	5.69%	6.86%	6.78%	10.77%	1.25%	5.03%
T2 DEFECT LBS	0.06%	0.89%	6.88%	1.06%	0%	1.65%
NET LBS	94.24%	92.25%	86.33%	88.18%	98.75%	93.32%

FY21 HOKA APPAREL AND ACCESSORIES WASTE PRODUCTION MAP (TIER 1 AND TIER 2)



*Note, Loss in Production (LIP)

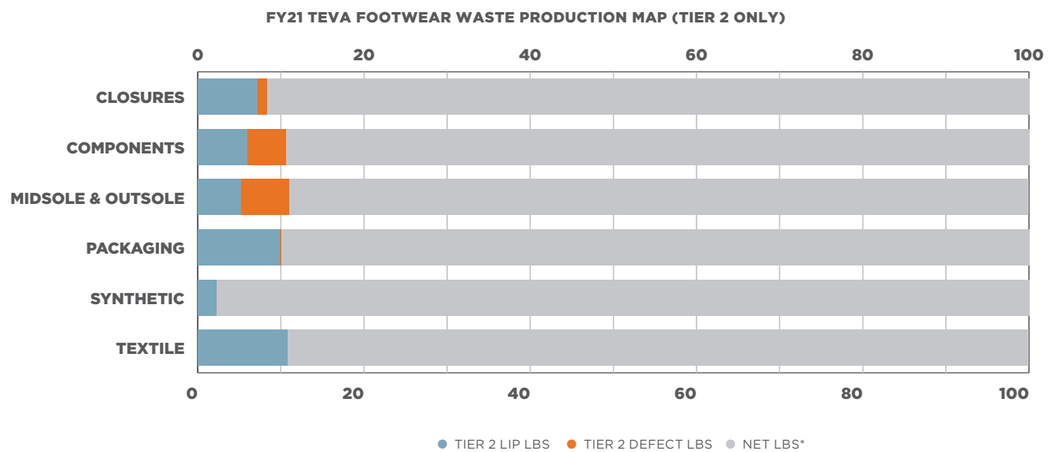
	CLOSURES	COMPONENTS	PACKAGING	TEXTILE
T2 LIP LBS	4.43%	8.74%	1.94%	4.57%
T2 DEFECT LBS	0.72%	0.01%	0.02%	0%
T1 LIP LBS	5.23%	4.33%	0.69%	4.7%
NET LBS	89.62%	86.93%	97.24%	90.73%

ENVIRONMENT

WASTE (CONTINUED)

LCA SUPPLY CHAIN WASTE GENERATION STUDY

TEVA WASTE PRODUCTION MAP

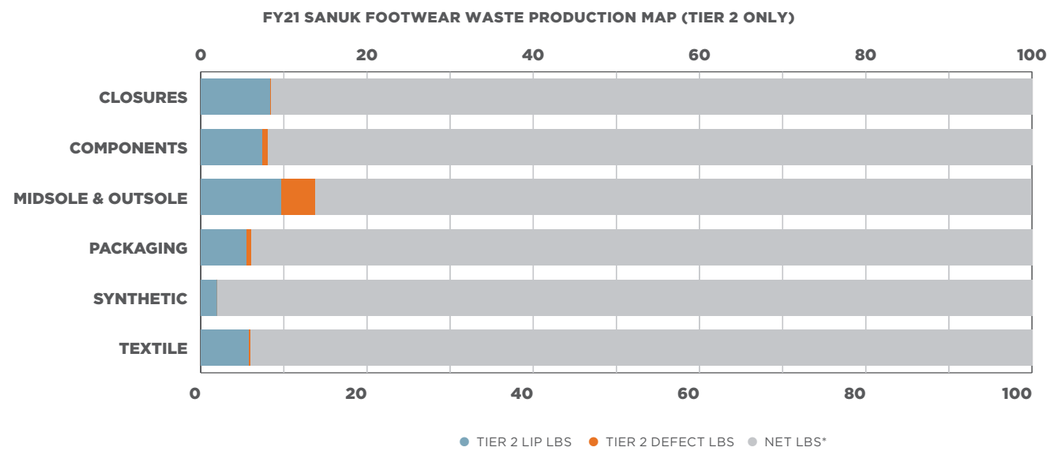


*Note, net lbs is inclusive of T1 waste
**Note, Loss in Production (LIP)

	CLOSURES	COMPONENTS	MIDSOLE & OUTSOLE	PACKAGING	SYNTHETIC	TEXTILE
T2 LIP LBS	7.26%	6.03%	5.23%	9.89%	2.28%	10.86%
T2 DEFECT LBS	1.08%	4.59%	5.82%	0.16%	0%	0%
NET LBS	91.66%	89.38%	88.95%	89.96%	97.72%	89.14%

LCA SUPPLY CHAIN WASTE GENERATION STUDY

SANUK WASTE PRODUCTION MAP



*Note, net lbs is inclusive of T1 waste
**Note, Loss in Production (LIP)

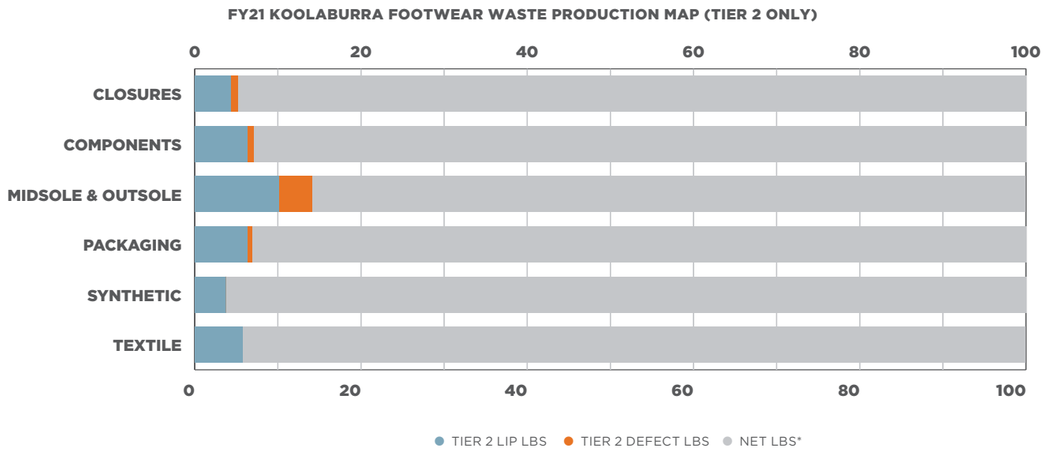
	CLOSURES	COMPONENTS	MIDSOLE & OUTSOLE	PACKAGING	SYNTHETIC	TEXTILE
T2 LIP LBS	8.43%	7.45%	9.69%	5.56%	1.98%	5.78%
T2 DEFECT LBS	0.02%	0.63%	4.12%	0.54%	0%	0.21%
NET LBS	91.55%	91.92%	86.19%	93.9%	98.02%	94.02%

ENVIRONMENT

WASTE (CONTINUED)

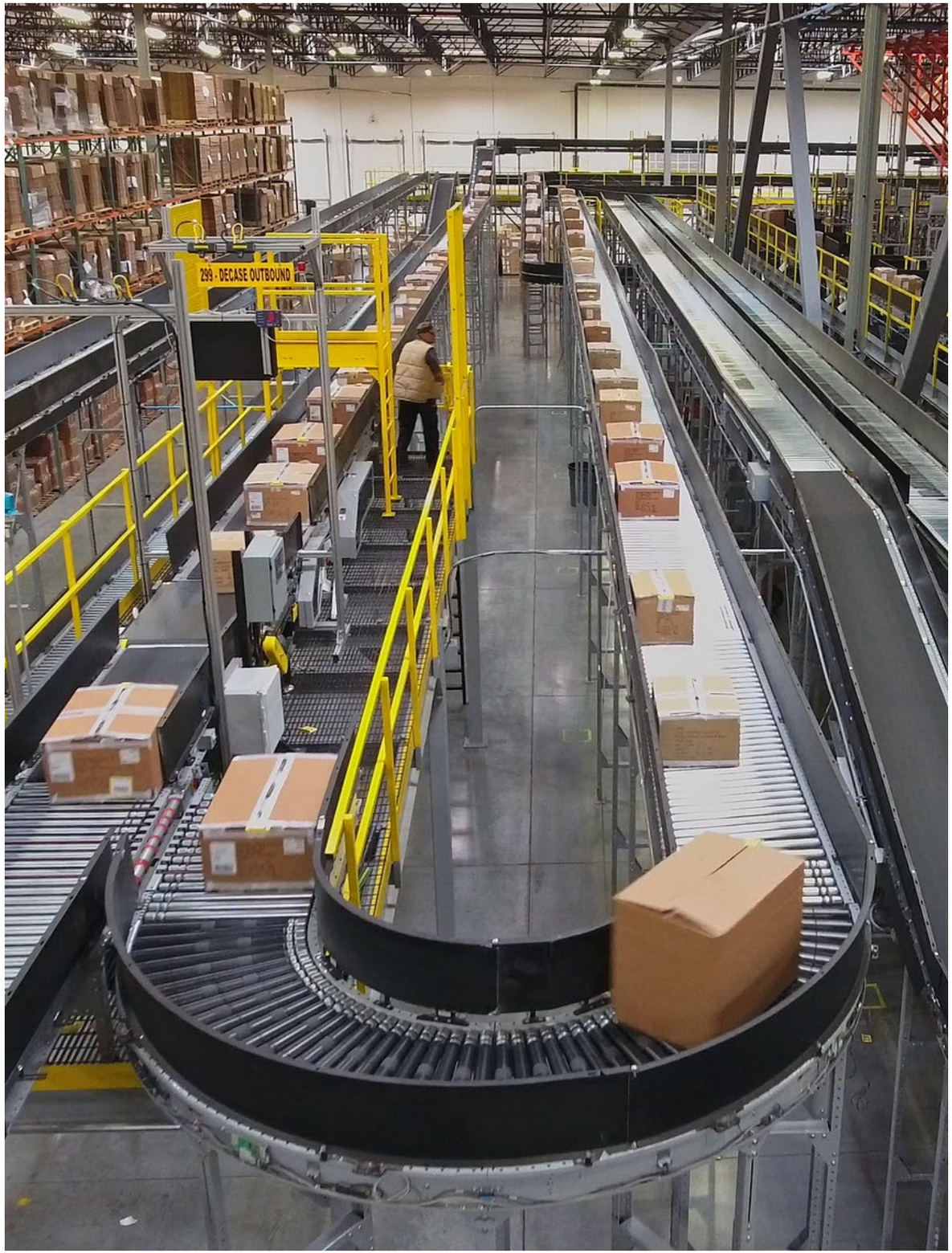
LCA SUPPLY CHAIN WASTE GENERATION STUDY

KOOLABURRA WASTE PRODUCTION MAP



**Note, net lbs is inclusive of T1 waste*
***Note, Loss in Production (LIP)*

	CLOSURES	COMPONENTS	MIDSOLE & OUTSOLE	PACKAGING	SYNTHETIC	TEXTILE
T2 LIP LBS	4.35%	6.34%	10.16%	6.39%	3.79%	5.78%
T2 DEFECT LBS	0.85%	0.8%	4.04%	0.56%	0%	0.06%
NET LBS	94.8%	92.87%	85.79%	93.05%	96.21%	94.16%

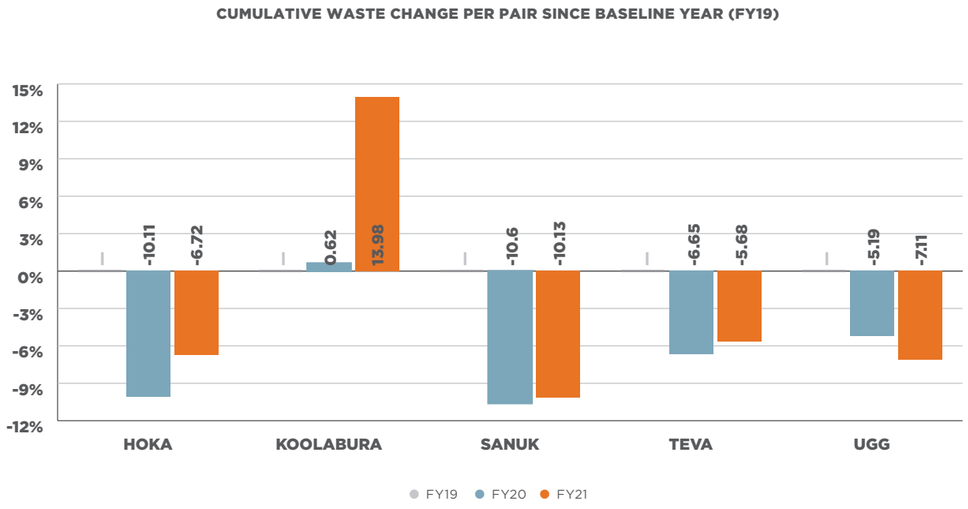


ENVIRONMENT

WASTE (CONTINUED)

LCA SUPPLY CHAIN WASTE GENERATION STUDY

BRAND-SPECIFIC WASTE METRICS (TIER 2)



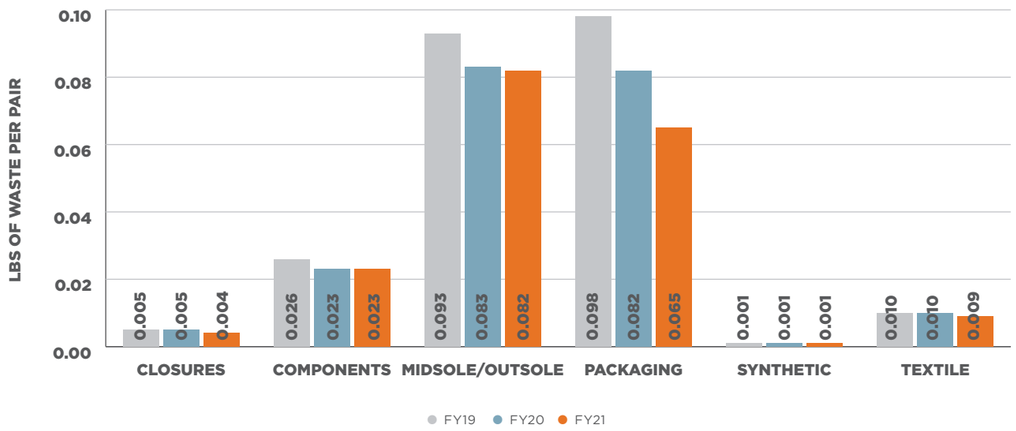
BRAND	FY	LBS OF WASTE PER PAIR	CUMULATIVE CHANGE IN WASTE PER PAIR (LBS)
UGG	FY19	0.067	—%
	FY20	0.064	*(5.19)*%
	FY21	0.062	*(7.11)*%
HOKA	FY19	0.111	—%
	FY20	0.1	*(10.11)*%
	FY21	0.104	*(6.72)*%
TEVA	FY19	0.109	—%
	FY20	0.102	*(6.65)*%
	FY21	0.103	*(5.68)*%
SANUK	FY19	0.12	—%
	FY20	0.107	*(10.60)*%
	FY21	0.107	*(10.13)*%
KOOLABURRA BY UGG	FY19	0.061	—%
	FY20	0.062	0.62%
	FY21	0.07	13.98%

ENVIRONMENT

WASTE (CONTINUED)

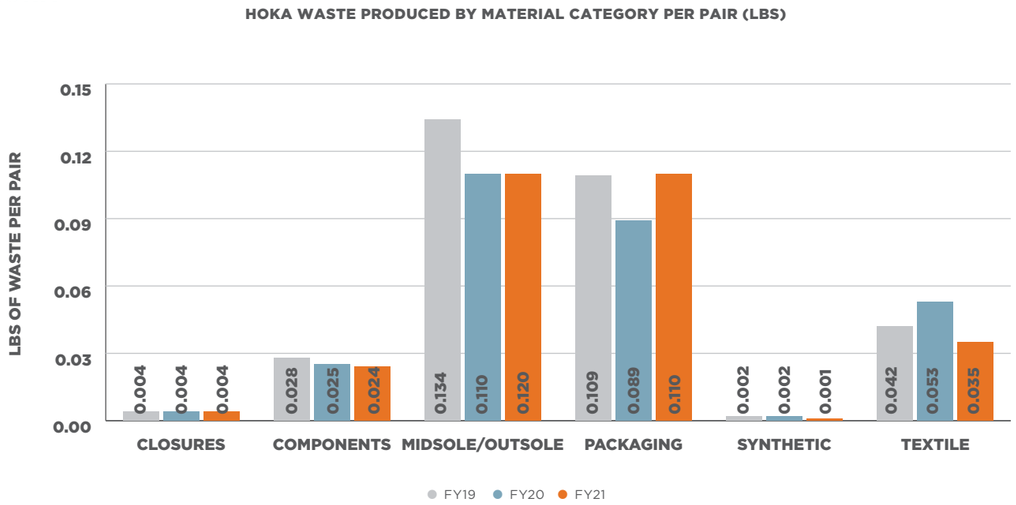
WASTE PRODUCED BY MATERIAL CATEGORY BY BRAND (TIER 2)

UGG

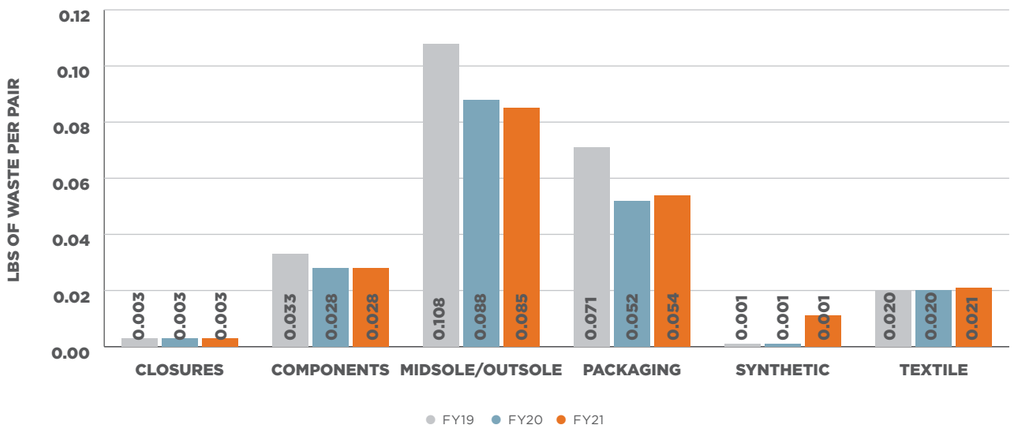


*Note, we do not record sheepskin and leather waste in the above as they are Tier 1 (hides are cut at the factory)

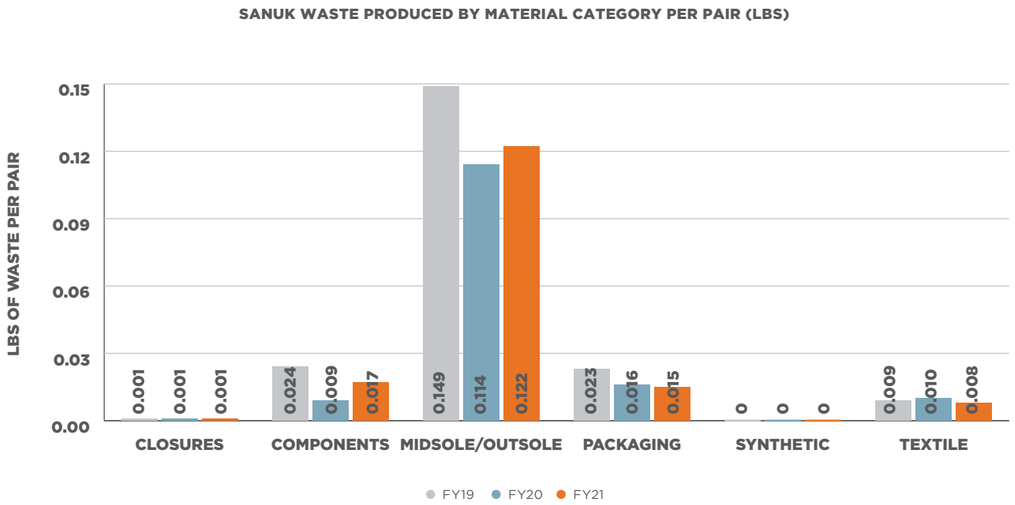
HOKA



TEVA



SANUK



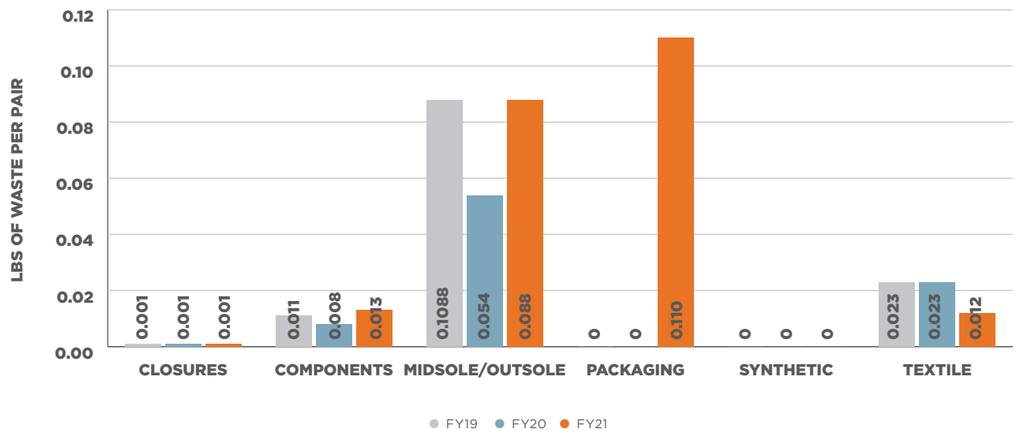
ENVIRONMENT

WASTE (CONTINUED)

WASTE PRODUCED BY MATERIAL CATEGORY BY BRAND (TIER 2)

KOOLABURRA

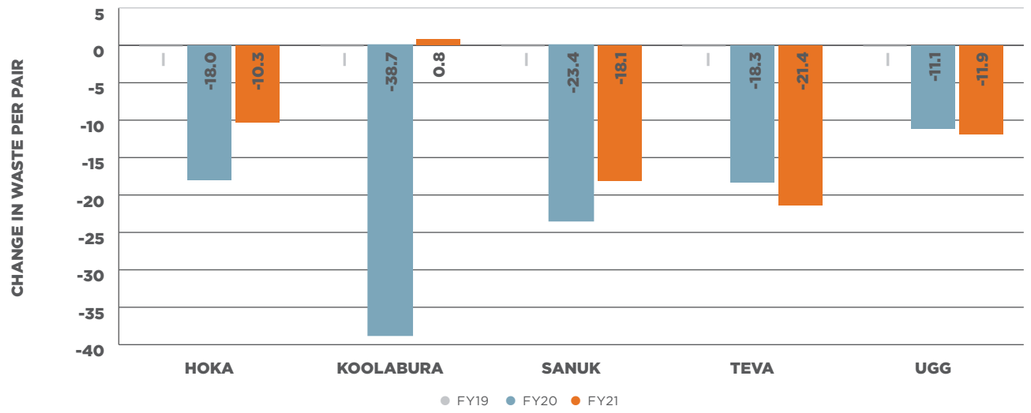
KOOLABURRA WASTE PRODUCED BY MATERIAL CATEGORY PER PAIR (LBS)



SPECIFIC MATERIAL CATEGORY WASTE TARGETS

MIDSOLE AND OUTSOLE WASTE PROGRESS (TIER 2)

MIDSOLE AND OUTSOLES: CUMULATIVE CHANGE IN WASTE PAIR SINCE BASELINE (FY19)



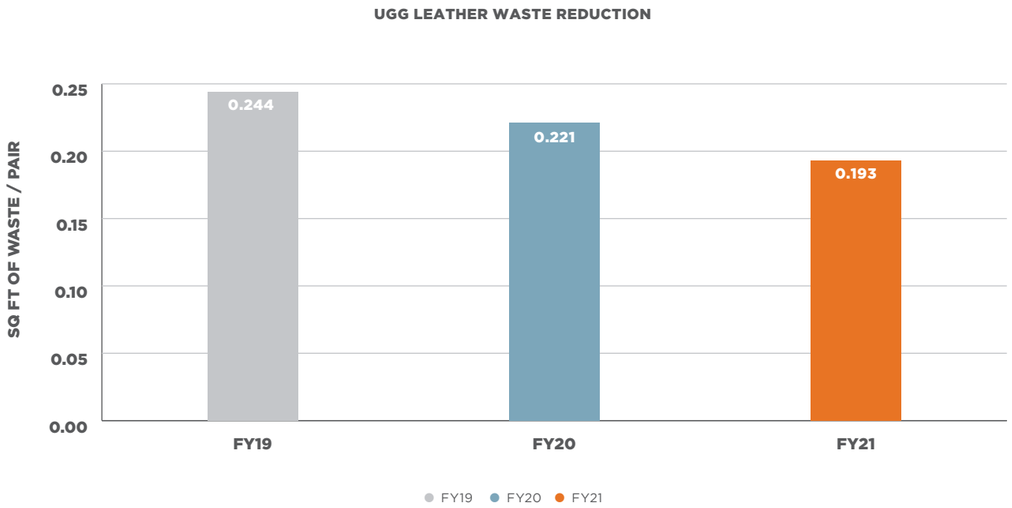
TARGET	DUE	FY19 PROGRESS	FY20 PROGRESS	FY21 PROGRESS	STATUS
UGG Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 35% Waste Reduction Per Pair	2030	Baseline Year Set	Reduced Midsole & Outsole waste by 11.12% per pair FY19	Reduced Midsole & Outsole waste by 11.95% per pair from FY19	On Track
Hoka Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 25% Waste Reduction Per Pair	2030	Footwear Baseline Set	Reduced Midsole & Outsole waste by 17.96% per pair from FY19	Reduced Midsole & Outsole waste by 10.26% per pair from FY19	On Track
Teva Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 40% Waste Reduction Per Pair	2030	Baseline Year Set	Reduced Midsole & Outsole waste by 18.26% per pair from FY19	Reduced Midsole & Outsole waste by 21.38% per pair from FY19	On Track
Sanuk Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 30% Waste Reduction Per Pair	2030	Baseline Year Set	Reduced Midsole & Outsole waste by 23.39% per pair from FY19	Reduced Midsole & Outsole waste by 18.10% per pair from FY19	On Track
Koolaburra Footwear Midsole/Outsole Waste Reduction Targets *(Tier 2)*: 25% Waste Reduction Per Pair	2030	N/a	N/a	Baseline Year Set	New

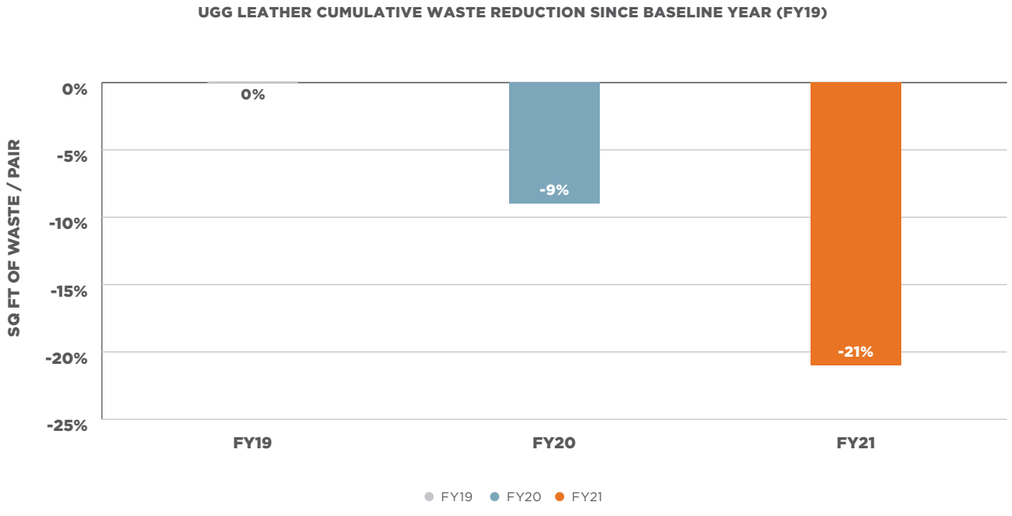
**Note, the above chart shows brand-specific midsole/outsole waste reduction targets and progress.*

ENVIRONMENT

WASTE (CONTINUED)

UGG LEATHER WASTE REDUCTION (TIER 1)





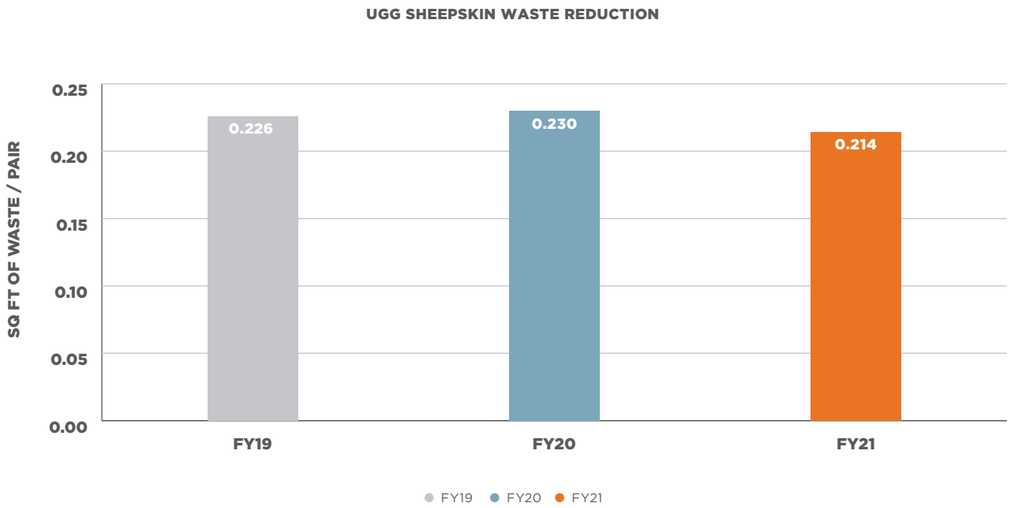
TARGET	DUE	FY19 PROGRESS	FY20 PROGRESS	FY21 PROGRESS	STATUS
UGG Footwear Leather Waste Reduction Targets *(Tier 1)*: 25% Waste Reduction per square ft. per pair of leather used in production	2030	Baseline Year Set	Reduced Leather waste by 9.30%% per square ft per pair of leather used in production	Reduced Leather waste by 20.67% per square ft of leather used in production	On Track

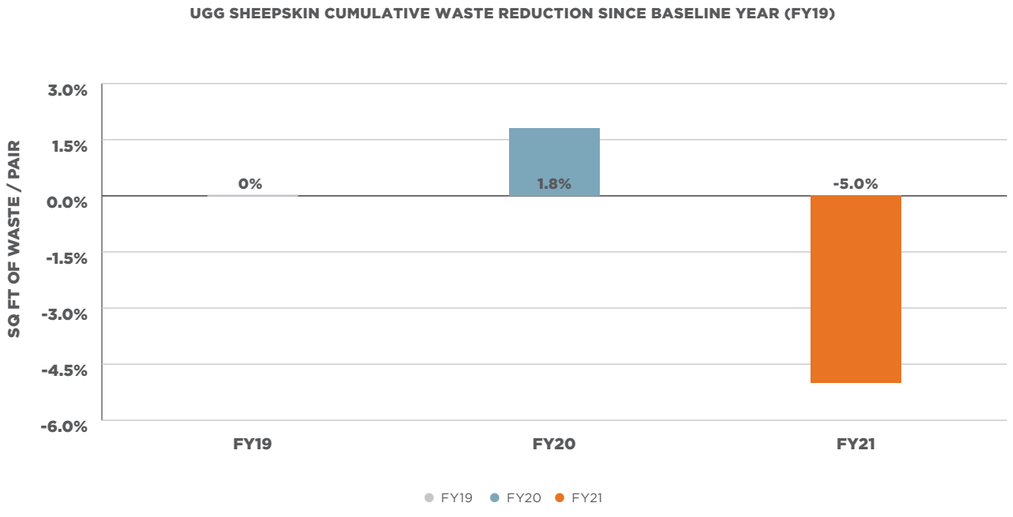
**Note, the above chart shows brand-specific leather waste reduction targets and progress*

ENVIRONMENT

WASTE (CONTINUED)

UGG SHEEPSKIN WASTE REDUCTION (TIER 1)





TARGET	DUE	FY19 PROGRESS	FY20 PROGRESS	FY21 PROGRESS	STATUS
UGG Footwear Sheepskin Waste Reduction Targets *(Tier 1)*: 15% Waste Reduction per square ft. per pair of sheepskin used in production	2030	Baseline Year Set	Increased Sheepskin waste by 1.83% per square ft per pair of sheepskin used in production	Reduced Sheepskin waste by 5.04% per square ft per pair of sheepskin used in production	On Track

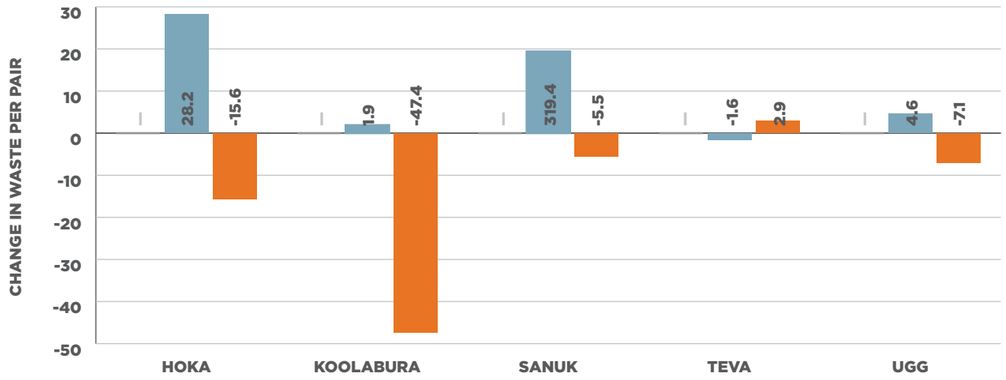
**The above chart shows brand-specific sheepskin waste reduction targets and progress*

ENVIRONMENT

WASTE (CONTINUED)

TEXTILE WASTE PROGRESS (TIER 2)

TEXTILE: CUMULATIVE CHANGE IN WASTE PER PAIR SINCE BASELINE YEAR (FY19)

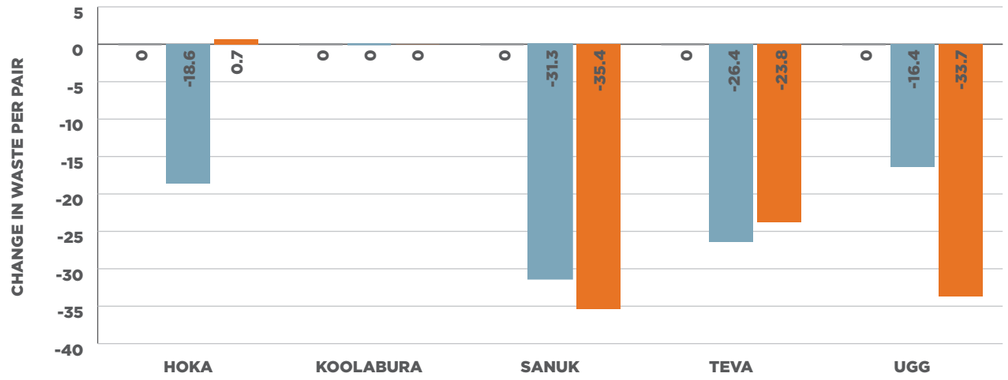


TARGET	DUE	FY19 PROGRESS	FY20 PROGRESS	FY21 PROGRESS	STATUS
UGG Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 20% waste reduction per pair	2030	Baseline Year Set	Footwear: Increased Textile waste by 4.55% per pair from FY19	Footwear: Reduced Textile waste by 7.10% per pair from FY19	Target Achieved
Hoka Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 30% waste reduction per pair	2030	Footwear Baseline Set	Footwear: Increased Textile waste by 28.16% per pair from FY19	Footwear: Reduced Textile waste by 15.62% per pair from FY19	Target Achieved
Teva Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 15% waste reduction per pair	2030	Baseline Year Set	Footwear: Decreased Textile waste by 1.60% per pair from FY19	Footwear: Increased Textile waste by 2.87% per pair from FY19	Target Achieved
Sanuk Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 20% waste reduction per pair	2030	Baseline Year Set	Footwear: Increased Textile waste by 19.39% per pair from FY19	Footwear: Decreased Textile waste by 5.47% per pair from FY19	On Track
Koolaburra Footwear Textile Waste Reduction Targets *(Tier 2)*: Textile 20% waste reduction per pair	2030	N/a	N/a	Baseline Year Set	New

**Note, the above chart shows brand-specific textile waste reduction targets and progress.*

PACKAGING WASTE PROGRESS (TIER 2)

PACKAGING: CUMULATIVE CHANGE IN WASTE PER PAIR SINCE BASELINE YEAR (FY19)



TARGET	DUE	FY19 PROGRESS	FY20 PROGRESS	FY21 PROGRESS	STATUS
UGG Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	2030	Baseline Year Set	Maintain Packaging Waste within 2% *(Target Achieved)*	Maintain Packaging Waste within 2% *(Target Achieved)*	Target Achieved
Hoka Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	2030	Footwear Baseline Set	Maintain Packaging Waste within 2% *(Target Achieved)*	Maintain Packaging Waste within 2% *(Target Achieved)*	Target Achieved
Teva Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	2030	Baseline Year Set	Maintain Packaging Waste within 2% *(Target Achieved)*	Maintain Packaging Waste within 2% *(Target Achieved)*	Target Achieved
Sanuk Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	2030	Baseline Year Set	Maintain Packaging Waste within 2% *(Target Achieved)*	Maintain Packaging Waste within 2% *(Target Achieved)*	Target Achieved
Koolaburra Footwear Packaging Waste Reduction Targets *(Tier 2)*: Maintain Packaging Waste within 2%	2030	N/a	N/a	Baseline Year Set	New

**Note, the above chart shows brand-specific packaging waste reduction targets and progress.*

ENVIRONMENT

WASTE (CONTINUED)

SUPPLY CHAIN WASTE DIVERSION EFFORTS

WASTE DIVERSION

We want to know how much waste our partners produce and how that waste is diverted. We want our partners to use preferred waste diversion methods where possible. Waste diversion methods we collect are closed-loop recycling, post-industrial recycling, incineration with energy recovery, incineration without energy recovery, and landfill. We consider closed loop recycling and post-industrial recycling to be preferred diversion methods. Closed loop recycling is waste that is produced and then reused within a partners own operations. Post-industrial recycling is waste diverted by a third-party recycling service to be upcycled and/or downcycled.

TIER 1 MONITORED FACILITIES WASTE DIVERSION

In FY21, we saw an increase in our waste diversion rate among those monitored Tier 1 factories. We accredit this to our teams ongoing monitoring efforts as we can only improve upon what we measure. Our partners recognize that good environmental tracking and performance is an expectation not a request. We expect our partners to continue to increase their diversion rates. We will continue to partner with our suppliers and seek opportunities to collaborate and find lasting waste management solutions.

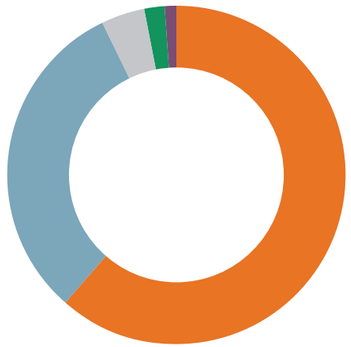
FACILITY CATEGORY	FY22 TARGET	STATUS	FACILITY NUMBER	UNITS	FY19 DIVERSION RATE	FY20 DIVERSION RATE	FY21 DIVERSION RATE
TIER 1 FOOTWEAR FACTORIES	Increase diversion rates among T1 partners by 10%	√	14	%	30.12%	27.44%	34%

**Figures derived from 14 core footwear factories, approximately a third of their waste is diverted from landfill.*

TIER 1 METHODS OF WASTE DISPOSAL

The 14 footwear facilities we monitored in FY21 are generally disposing their waste by: reuse and recycling, compost, combusted energy recovery, incineration without energy recovery, or landfill. While we are proud that our monitored facilities recycled approximately a third of their waste, we recognize the need to continue evaluating new opportunities divert waste to new streams like re-use in our own products. We are committed to continuing to work with our partners to explore all available opportunities for waste diversion in FY22 and beyond.

FY21 TIER 1 WASTE DIVERSION PATHWAYS



- **62%** INCINERATION WITHOUT ENERGY RECOVERY
- **31%** REUSE & RECYCLE
- **4%** LANDFILL
- **2%** COMPOST
- **1%** COMBUSTED-ENERGY RECOVER

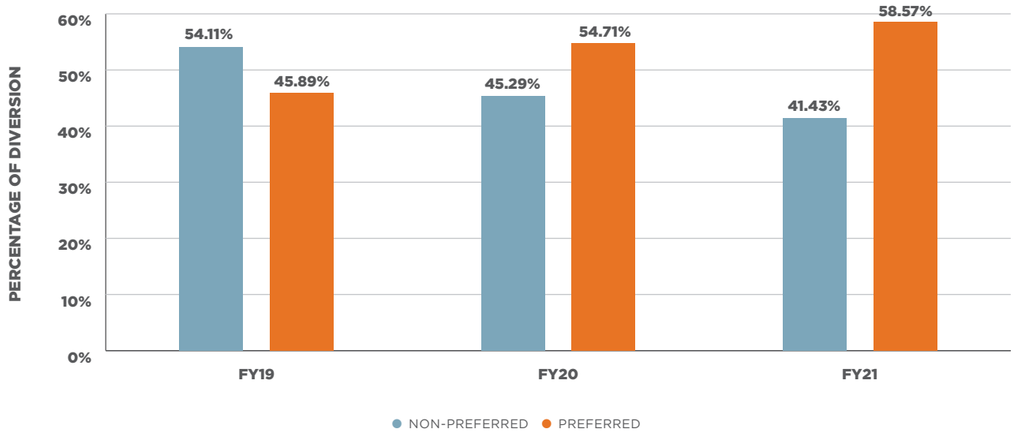
**Waste diversion data collected from 14 monitored footwear factories.*

ENVIRONMENT

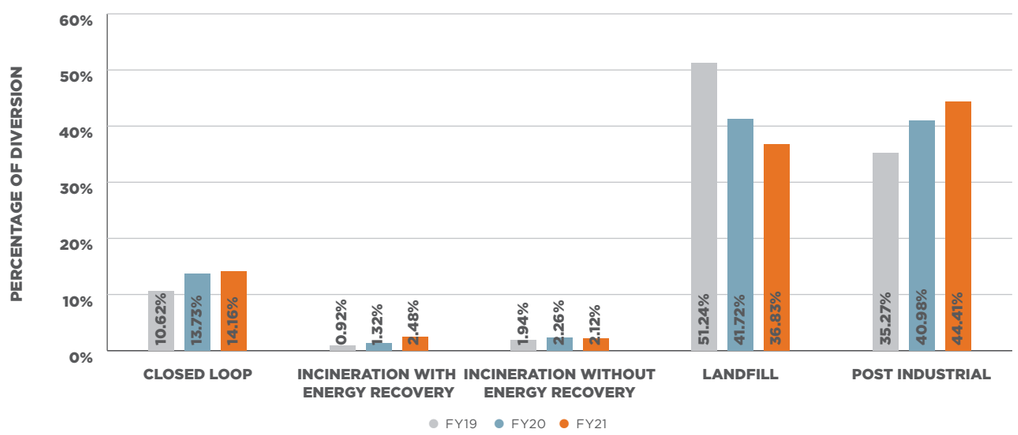
WASTE (CONTINUED)

LCA SUPPLY CHAIN WASTE DIVERSION STUDY (TIER 2)

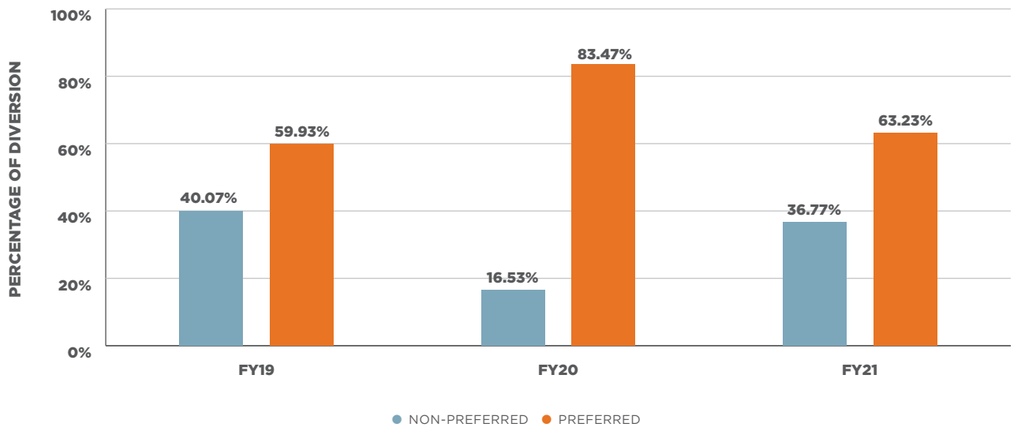
DECKERS BRANDS PREFERRED DIVERSION OF FOOTWEAR MATERIALS SOURCED



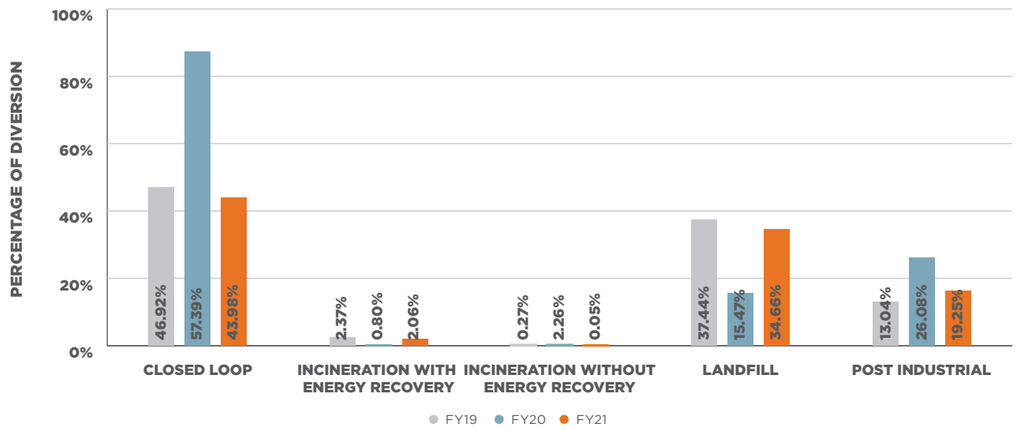
DECKERS BRANDS TYPES OF WASTE DIVERSION OF FOOTWEAR MATERIALS SOURCED



DECKERS BRANDS PREFERRED DIVERSION OF APPAREL, ACCESSORIES, AND HOME GOODS MATERIALS SOURCED



DECKERS BRANDS TYPES OF WASTE DIVERSION OF APPAREL, ACCESSORIES, AND HOME GOODS MATERIALS SOURCED

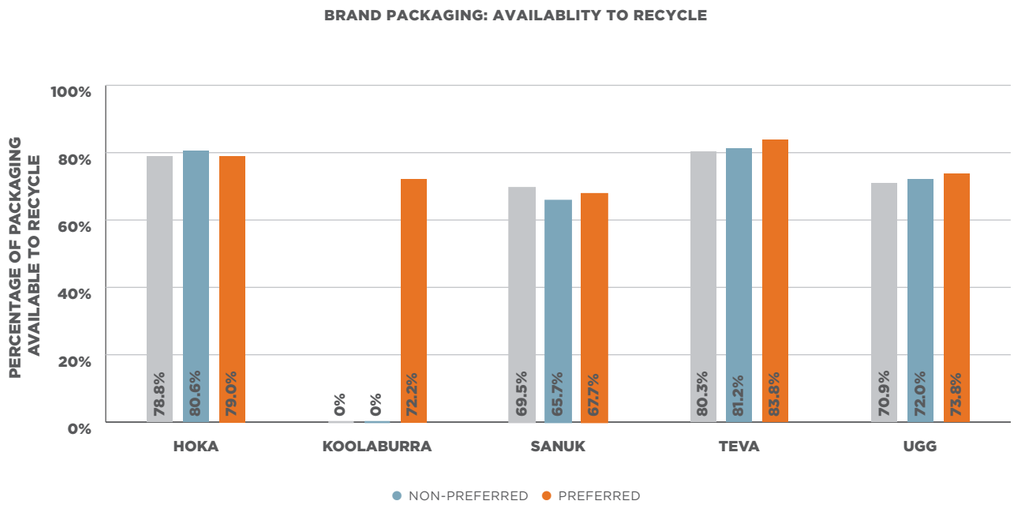


ENVIRONMENT

MATERIALS

BRAND-SPECIFIC DIVERSION PROGRESS

BRAND-SPECIFIC AVAILABILITY TO RECYCLE



TARGET	DUE	FY19 PROGRESS	FY20 PROGRESS	FY21 PROGRESS	STATUS
UGG Footwear Packaging Availability to Recycle Target: 80-85% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	2030	70.9% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	72.0% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	73.80% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	On Track
Hoka Footwear Packaging Availability to Recycle Target: 75-85% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	2030	78.8% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	80.6% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	79.0% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	Target Achieved
Teva Footwear Packaging Availability to Recycle Target: 80-85% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	2030	80.3% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	81.2% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	83.3% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	Target Achieved
Sanuk Footwear Packaging Availability to Recycle Target: 70-75% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	2030	69.5% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	65.7% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	67.7% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	On Track
Koolaburra Footwear Packaging Availability to Recycle Target: 75-85% of all packaging materials have the availability to be recycled via the EPA Recycling Standards	2030	N/a	N/a	72.2% of all footwear packaging has the availability to be recycled via the EPA Recycling Standards	On Track

HUMAN RIGHTS

POSITIVELY IMPACT THE COMMUNITIES WHERE WE OPERATE INCLUDING ASSURING INDUSTRY LEADING HUMAN RIGHTS PRACTICES WITHIN OUR SUPPLY CHAIN

HUMAN RIGHTS

HUMAN RIGHTS

POSITIVELY IMPACT THE COMMUNITIES WHERE WE OPERATE INCLUDING ASSURING INDUSTRY LEADING HUMAN RIGHTS PRACTICES WITHIN OUR SUPPLY CHAIN

OUR APPROACH

We believe in the power of our scale and wish to use that for good. We have a responsibility to protect the skilled workers creating our product. We respect human rights, remedy violations in accordance with the International Labor Organization (ILO), and monitor the chemistry within our products to meet global regulations and our own voluntary regulations. We believe in responsible consumption and building product that is built to last, which is possible only with an ethical supply chain.

COMMITMENT TO TRANSPARENCY

In FY21, Deckers joined the **Transparency Pledge**. By aligning with the pledge, we are showcasing our commitment to maintain a transparent supply chain, ensuring meaningful corporate accountability and better working conditions. As part of this commitment to transparency, we publish a list of all Tier 1 and Tier 2 partners on **www.deckers.com/responsibility**, and provide valuable data including address, number of workers, gender breakdown, and brands produced. The list is updated at least two times per year and is available in spreadsheet form for ease of searchability.

WORKERS IN OUR SUPPLY CHAIN

CHILD LABOR

We prohibit the use of child labor. Our Ethical Supply Chain Supplier Code of Conduct prohibits supply chain partners from hiring workers below the age of 16 or, in the case of hazardous work, the age of 18. Should the legal age for employment be greater than 16, the higher age applies. We audit 100% of our Tier 1 partners, and engage the majority of our Tier 2 partners through onsite visits, worker interviews, and detailed review of records. For more information, please see our **CA Supply Chains Act Statement**, our **UK Slavery Act Statement**, and our **Ethical Supply Chain Supplier Code of Conduct**.

CHILD LABOR-RELATED FINDINGS

ISSUE	FY19	FY20	FY21
NUMBER OF CHILD LABOR FINDINGS OR EVENTS	0	0	0
NUMBER OF OTHER AGE STANDARD FINDINGS OR EVENTS	0	1*	0

**Factory had no formal written policy or procedure regarding proper age identification methods. Finding was remediated.*

FORCED LABOR

We prohibit the use of forced labor. Our Ethical Supply Chain Supplier Code of Conduct prohibits supply chain partners from using forced labor whether in the form of prison labor, indentured labor, bonded labor or otherwise. We audit 100% of our Tier 1 partners, and engage the majority of our Tier 2 partners through onsite visits, worker interviews, and detailed review of records. For more information, please see our **CA Supply Chains Act Statement**, our **UK Slavery Act Statement**, and our **Ethical Supply Chain Supplier Code of Conduct**.

FORCED LABOR-RELATED FINDINGS

ISSUE	FY19	FY20	FY21
NUMBER OF FORCED LABOR FINDINGS OR EVENTS	0	0	0
NUMBER OF OTHER AGE STANDARD FINDINGS OR EVENTS	0	1*	0

**Factory had procedure for using restroom. Finding was remediated.*

FAIR PAY

We believe all employees—whether they be our own or workers in our factories making our product—should be paid fairly. Our business partners, at a minimum, will pay worker wages and benefits that meet applicable laws. Workers must be given all benefits including, holidays, leaves, and over time pay. For over time hours, workers must receive compensation at premium rates. Employment practices such as training or apprenticeship wages, recruitment fees, deposits, or other practices that effectively lower a worker's pay below the legal minimum wage are not permitted. For clarity, under no circumstances should workers be responsible for recruitment fees. Suppliers are encouraged to consider fair wage or living wage and apply the higher standard where possible.

HUMAN RIGHTS (CONTINUED)

WORKERS IN OUR SUPPLY CHAIN (CONTINUED)

PARTNER PERFORMANCE: AUDIT CRITERIA

We respect all human rights and prioritize working with partners who share in this vision. Our Ethical Supply Chain (ESC) team continues to elevate our program and ensure we are a leader in this space.

We audit 100% of our Tier 1 partners, and we engage the majority of our Tier 2 partners either through audits, training opportunities, or through environmental monitoring. This includes onsite visits, worker interviews, and detailed review of supplier records including over time, wage and benefit information.

Our audits are performed against our **Ethical Supply Chain Supplier Code of Conduct** that is based on International Labor Organization standards. We have zero tolerance for forced labor, child labor, discrimination, harassment or abuse. Workers should be compensated in accordance with minimum wage laws (at a minimum), shall work no more than 60 hours per week (or in compliance with local law if lower), and are required to be provided with at least one day off in seven. Business partners must ensure a safe and healthy work environment and should respect the right of workers to have the freedom of association/collective bargaining.

Onsite audits are conducted pursuant to our 230-question audit questionnaire which only contains yes/no questions, limiting personal bias. Additionally, our executive management team meets periodically throughout the year to review the performance scorecards of our partners. Scorecards include audit score, social compliance, and environmental performance.

GENERAL ESC SCORECARD

ANNUAL ESC AUDIT	Onsite ESC Audit – FFC
	Audit CAP Progress – FFC
SUSTAINABILITY – SOCIAL	Social Self-Governance
	Social Insurance and Legal Benefits
	Working Hour Efficiency
	Beyond Compliance – Social Projects
SUSTAINABILITY – EHS	Minimize Footprint
	H&S Self-governance
	Minimize Injury/LTIR
	Beyond Compliance – EHS Projects

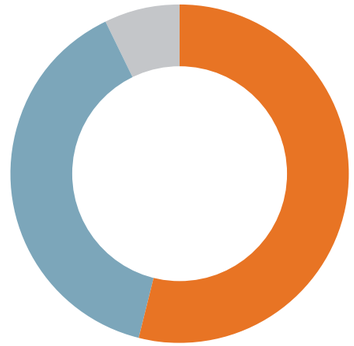
GENERAL ESC PERFORMANCE GRADING

S ≥ 90	CHAMPION
80 ≤ S < 89.99	EXCELLENT
79.99 < S ≤ 70	SOLID
69.99 < S ≤ 60	PRACTITIONER
S < 60	BEGINNER

PARTNER PERFORMANCE: TIER 1 VENDOR SCORECARD

In FY21, we audited 100% of our Tier 1 partners which included 35 on-site audits: 57.14% of which were performed by our internal ESC team and 42.86% was performed by an external third-party auditor who used our audit standards. We also performed 122 desktop audits,mainly for licensees/agent relationships. We are pleased to report that 92.31% were either Champion or Excellent meaning they scored 80-100% on their audit.

FY21 VENDOR SCORE CARD PERFORMANCE



- **53.85%** CHAMPION (90-100%)
- **38.46%** EXCELLENT (80-89.5%)
- **7.69%** PRACTITIONER 60-69.5%)

PARTNER PERFORMANCE: TIER 2 SUPPLIER PERFORMANCE

In FY21, we engaged the majority of our Tier 2 suppliers through audits, training and environmental projects. Together, these engaged Tier 2 partners represent 55% of our total materials spend. 15 of these partners were enrolled in our Environmental Health and Safety program and 16 were trained on our ESC expectations and audited based on third-party audit documentation. We plan to significantly expand our engagement of our Tier 2 partners in the coming years.

HUMAN RIGHTS (CONTINUED)

WORKERS IN OUR SUPPLY CHAIN (CONTINUED)

TOP FINDINGS OF NON-COMPLIANCE

Understanding our top findings of non-compliance keeps us accountable, and allows us to recognize areas where we need to dedicate more resources. Our top findings of non-compliance were similar to our findings last year, and are in line with the footwear and apparel industry overall. Our most prevalent areas of non-compliance are excessive over time (which is dependent on timing of audit and challenges associated with peak production), insufficient benefits, insufficient social insurance, improper machine safety management, and improper exit doors. We continue to monitor performance in these areas and will allocate the resources necessary to remediate these areas of non-compliance.

FY21 TOP FINDINGS OF NON-COMPLIANCE

1. EXCESSIVE OVER TIME
2. INSUFFICIENT BENEFITS
3. INSUFFICIENT SOCIAL INSURANCE
4. IMPROPER MACHINE SAFETY MANAGEMENT
5. IMPROPER EXIT DOOR

**Note, the above chart shows top non-compliance areas but we recognize that forced labor, child labor, minimum wage and health & safety are top risks in our industry which we continue to actively monitor.*

SOCIAL RESPONSIBILITY COLLABORATION

We recognize that when we work together, we are collectively better. We are eager to collaborate with other brands, organizations, and leaders in the industry. We do not view ourselves as competitors in the area of social compliance, rather we are colleagues working together to implement lasting reform. In FY21, we collaborated with: (1) over 25 leading footwear and apparel brands, (2) Apparel and Footwear Brands Collaboration Forum, (3) Business for Social Responsibility, (4) Social and Labor Convergence, and (5) Better Work. We look forward to continuing to work with other peers in our industry to make lasting change.

IMPROVEMENT MEASURES: SUCCESS STORIES

When a partner is not meeting our expectations, we are committed to working with them to improve performance because we don't believe simply walking away solves our commitment to ensure partners are acting responsibly. Of course, we will terminate our relationship with partners who are not fulling our expectations after continued effort. But, overall, we have found that our partners want to improve.

In FY21, we had a partner who fell below our expectations, but was willing to work hard to improve their audit score. The partner was in our solid (70-79.5%) category, but wanted to improve. Our ESC team arranged quarterly meetings, targeting trainings, and virtual workshops, working closely with them to drive improvement. The partner was put on a corrective action plan detailing our expectations for improved environmental and social performance. With the team's dedication, this partner progressed an entire category (from solid (77.41%) to excellent (81.56%)). Our ESC team is always willing to work with our partners to evolve their performance.

INITIAL ESC VETTING

Prior to engaging a new partner, our ESC team conducts an initial screening. We want to make sure we are partnering with only those partners who fulfill our expectations. In FY21, there were two instances where initial vetting identified partners with whom we did not want to engage. One was a factory in Indonesia that we determined was failing to pay minimum wage to its workers, and another was a ceramic company that was not applying social insurance benefits to workers and also lacked a basic safety management system. We did not proceed with those partners. These examples serve as an important reminder of why initial vetting is so necessary to ensuring we are working with the best partners.

ETHICAL SUPPLY CHAIN (ESC) TRAINING

We conduct audits to ensure an ethical supply chain, but audits alone are not enough – we know that we also need ongoing training to ensure our expectations are met. Our Ethical Supply Chain (ESC) team provides hands-on training so that partners are well versed on our Deckers expectations of those partners.

Our ESC team has been able to pivot to remote ESC engagement and virtual trainings, given the ongoing challenges presented by the COVID-19 pandemic. In FY21, our team spent 440 hours training our suppliers, third-party partners and cross-functional management teams on various ESC topics, an increase of over 20% compared to the 363 hours of training in FY20.

We want to ensure factory workers are working in an environment where they feel safe and welcomed to be themselves. In FY21, we went beyond simply monitoring our partners and we made a commitment to work with them to eliminate harassment in the workplace. We engaged 11 of our T1 partners, nine in Vietnam, and two in the Philippines to provide training on harassment, with the goal of eliminating harassment from the workplace. The trainings, which reached approximately 10,281 workers (5,380 in Vietnam and 4,901 in the Philippines), were conducted in partnership with Better Work and Elevate.

COVID TRAINING EFFORTS

Our ethical supply chain team's dedication to helping our supply chain partners navigate through the challenges that COVID-19 has presented are commendable. Since the start of pandemic, we proactively engaged our supply chain partners on precaution and prevention measures (including law, public resources, routine disinfection, proper communication, and similar measures). We continue to track and monitor COVID-19 numbers in the countries in which we manufacture products and from which we source materials in order to provide additional assistance to partners as needed.

In March 2021, our ESC team held a virtual workshop on effective ESC engagement in the post-pandemic era, and our supply chain partners were invited to participate. The meeting allowed factories and suppliers to learn from one another as they shared best practices for prevention measures.

We are all in this together. It's important that we share resources, expertise, and guidance—it's simply the right thing to do.

HUMAN RIGHTS (CONTINUED)

WORKERS IN OUR SUPPLY CHAIN (CONTINUED)

HERPROJECT

HERproject, a collaborative initiative that strives to empower low-income women working in global supply chains. Women make up the majority of the factory workers in the footwear and apparel sector. We have supported HERproject since 2016 because we recognize the need to support women who are often working for male dominated management.

In FY21, despite the challenges presented by COVID and travel restrictions, we expanded our HERproject activations into four Tier 2 partners, empowering workers to take control of their own health. We are also thrilled to be selected as one of the first partners to offer a new program, HERmanagement, to two Tier 1 partners in the Philippines. Since the inception of our partnership with HERproject, we have engaged a total of 19 partners (14 Tier 1 footwear factories, one Tier 1 lifestyle factory and four Tier 2 Suppliers) and have impacted the lives of 33,220 female workers (a total of 44,402 including our male attendees). In FY22, we anticipate being approximately halfway toward our goal of empowering 100,000 women globally by 2027.

	TOTAL NUMBER OF WOMEN EMPOWERED TO DATE
2019	25,000
2020	33,019
2021	33,220

HEALTH AND SAFETY OF FACTORY EMPLOYEES

We respect all people, regardless of their status within our organization. All employees, whether working at corporate headquarters or on our supply chain, deserve to be safe and well supported. Like most in our industry, we do not own the facilities that produce our product, but we ensure they are being managed in accordance with our requirements and our expectations.

In FY21, we met or exceeded targets for Lost Time Injury Rate (LTIR) and Total Recordable Incident Rate (TRIR) among monitored factories and bottom suppliers. Although our monitored tannery partners failed to meet our target, they did see continued improvement.

FY21 HEALTH & SAFETY BREAKDOWN BY TIER

TIER 1 – FOOTWEAR FACTORIES (14)

	UNITS	CURRENT STATUS	FY19 PERFORMANCE	FY20 PERFORMANCE	FY21 PERFORMANCE	FY21 TARGET
FATALITIES	Number of Events	√	0	0	0	0
LOST TIME INJURY RATE (LTIR)	Cases/Total hours worked *200,000	√	0.33	0.18	0.24	0.26
TOTAL RECORDABLE INCIDENT RATE (TRIR)	Cases/Total hours worked *200,000	√	0.33	0.29	0.32	0.4
TOTAL # OF LOST DAYS	Days	N/A	1,391	905	612	N/A

TIER 2 – BOTTOM SUPPLIERS (7)

	UNITS	CURRENT STATUS	FY19 PERFORMANCE	FY20 PERFORMANCE	FY21 PERFORMANCE	FY21 TARGET
FATALITIES	Number of Events	√	0	0	0	0
LOST TIME INJURY RATE (LTIR)	Cases/Total hours worked *200,000	√	0.32	0.38	0.17	0.26
TOTAL RECORDABLE INCIDENT RATE (TRIR)	Cases/Total hours worked *200,000	√	0.7	0.43	0.21	0.4
TOTAL # OF LOST DAYS	Days	N/A	768	172	148	N/A

TIER 2 – TANNERIES (8)

	UNITS	CURRENT STATUS	FY19 PERFORMANCE	FY20 PERFORMANCE	FY21 PERFORMANCE	FY21 TARGET
FATALITIES	Number of Events	√	0	0	0	0
LOST TIME INJURY RATE (LTIR)	Cases/Total hours worked *200,000	Continued reduction, but missed target	0.78	0.99	0.71	0.26
TOTAL RECORDABLE INCIDENT RATE (TRIR)	Cases/Total hours worked *200,000	Continued reduction, but missed target	0.86	1.23	0.68	0.4
TOTAL # OF LOST DAYS	Days	N/A	751	1,237	658	N/A

1. TRIR=Number of OSHA Recordable Cases X 200,000/Number of Employee labor hours worked

2. LTIR=Number of DAFW Cases X 200,000/Number of Employee labor hours worked

3. FY21 figures derived from 14 footwear factories, 7 bottom suppliers, and 8 tanneries

CHEMISTRY AND CONSUMER SAFETY

REDUCE OR ELIMINATE HAZARDOUS CHEMICALS THROUGHOUT OUR OPERATIONS SAFETY

CHEMISTRY AND CONSUMER SAFETY

CHEMISTRY & CONSUMER SAFETY

CHEMISTRY & CONSUMER SAFETY

REDUCE OR ELIMINATE HAZARDOUS CHEMICALS THROUGHOUT OUR OPERATIONS

OUR APPROACH

Our Restricted Substance Program is intended to ensure products comply with the most stringent applicable global legislation, along with our own voluntary regulations. Our programs also promotes the use of environmentally friendly materials, ensures harmful substances are limited or eliminated, and encourages sustainable product innovation. Our approach to restricted substances is both hazard and risk-based and is guided and our processes are further outlined in our Restricted Substances Policy which is publicly available and applicable to all our products.

Testing requirements, frequency of testing, random sampling, approved third-party testing laboratories, finished products testing, common names of chemicals we monitor, CAS numbers, restriction levels and test methods are covered in our Restricted Substances Policy.

Our Restricted Substances Team ensures all supply chain partners are fully aware of our expectations and have received the proper training and tools necessary for success.

OUR RESTRICTED SUBSTANCES PROGRAM

Our **Restricted Substance Program** is intended to ensure products comply with the most stringent applicable global legislation, along with our own voluntary regulations. Our programs also promotes the use of environmentally friendly materials, ensures harmful substances are limited or eliminated, and encourages sustainable product innovation. Our approach to restricted substances is both hazard and risk-based and is guided and our processes are further outlined in our Restricted Substances Policy which is publicly available and applicable to all our products.

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Our Restricted Substances Team ensures all supply chain partners are fully aware of our expectations and have received the proper training and tools necessary for success.

RESTRICTED SUBSTANCES TRAINING

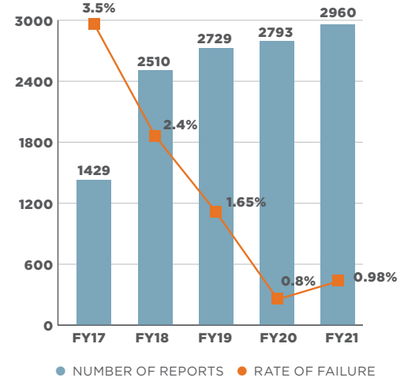
We work diligently with our supply chain partners to provide ongoing training to appropriately manage our product chemistry. In FY21, our Restricted Substances Team offered 452 hours of training. The trainings touch upon various topics including:

- Restricted Substances Policy Review and Highlights
- REACH, California Proposition 65 Compliance
- CPSIA Regulation and System Control Tools
- Dangerous Chemical Diagnostic Techniques and Implementation Tools
- Failure Analysis and Correction Action Plans
- Diagnostic Tools and Traceability
- Manufacturing Restricted Substances Control and Chemical Management
- Technical Support and Case Studies
- Origins of Contamination, Pollutions and Cross-Contamination Prevention
- Manufacturing Restricted Substance Controls
- PFC Free Compliance and Technical Support
- Restricted Substances System Construction and Management
- Manufacturing Restricted Substances List (MRSL) controls
- ZDHC Exploration and alignment including proper chemical management

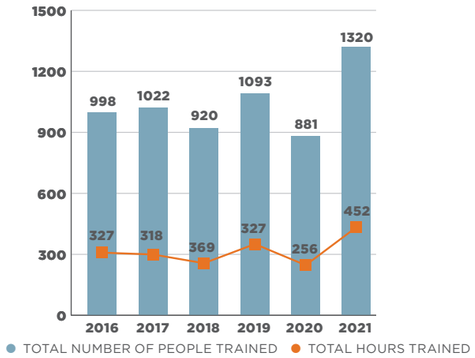
RESTRICTED SUBSTANCES TESTING

The added effort and time our Restricted Substances team spends nurturing these relationships with our supply chain partners has resulted in a very low restricted substances failure rate. Our overall failure rate was slightly higher, in FY21 at 0.98%, but still well within industry standards at 0.98% (compared to 0.8% in FY20) due to increased business (e.g. increased number of reports and materials) and continued COVID-19 challenges (e.g. staff shortages). We remain committed to making product in a way that protects our consumers and workers in our supply chain, and is less harmful to our environment.

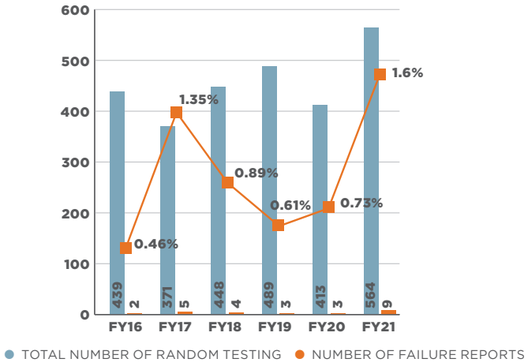
5 YEAR RESTRICTED SUBSTANCES FAILURE RATES (% BASED ON NUMBER OF REPORTS)



TRAINING DATA



PRODUCTION RANDOM TESTING (BATCH NUMBERS PCS)



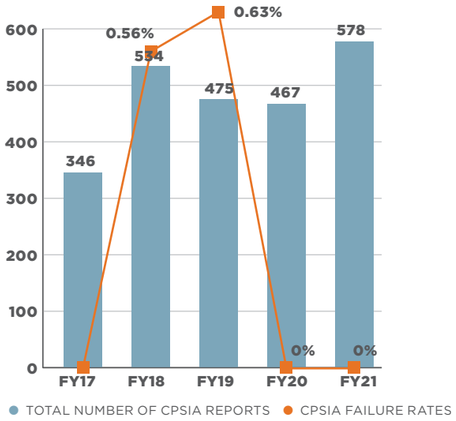
CHEMISTRY & CONSUMER SAFETY (CONTINUED)

CONSUMER SAFETY

CONSUMER PRODUCTS SAFETY IMPROVEMENT ACT (CPSIA)

Our Restricted Substances program is intended to ensure products are safe for consumers and comply with the most stringent applicable global legislation, including the Consumer Product Safety Improvement Act (CPSIA). CPSIA was enacted in 2008 and addresses, among other things, lead, phthalates, and safety of children's product. Our restricted substances policy ensures that children's finished product is tested in compliance with CPSIA. Similar to FY20, in FY21 we have had zero CPSIA failures thanks to our teams' tremendous dedication.

PRODUCTION RANDOM TESTING (BATCH NUMBERS PCS)



CHEMICALS REDUCED, CONTROLLED, OR ELIMINATED IN FY21

VOLATILE ORGANIC COMPOUNDS

Volatile organic compounds (VOCs) are emitted as gases from certain solids or liquids. VOCs include a variety of chemicals, some of which may have short and long-term adverse health effects. VOCs, if not managed appropriately, can affect air quality. At 14g/pair or under, all of our brands are all well within our target of 20g/pair. We intend to continue driving these reductions and anticipate overall maintained or reduced VOC levels for all of our brands moving forward.

VOLATILE ORGANIC COMPOUNDS REDUCTION EFFORTS
(UNITS GRAM/PAIR)

	FY17	FY18	FY19	FY20	FY21
UGG	20.0	17.0	13.7	12.6	6.9
SANUK	18.0	15.2	19.0	6.2	5.4
TEVA	45.0	20.4	19.5	17.9	12.2
HOKA	25	14.5	14.4	17.3	14.0
KOOLABURRA	25	17.1	14.5	11.3	7.5

CLEANER CHEMISTRY

In FY21, our Restricted Substances team managed and controlled over 1,600 restricted substances and were able to identify cleaner chemistries for the following:

FORMAMIDE

Formamide is frequently found in EVA materials during the foaming processes in which most EVA suppliers use the forming chemical, azodicarbonamide, to generate the gas bubbles. However, in our approach, we adjust the forming particle sizes with enhanced white carbon, temperature and ratios of the chemical versus the EVA compound and have consistently achieved formamide free results with our actively monitored EVA suppliers.

2-PHENYL-2 PROPANOL AND ACETOPHENONE

2-phenyl-2-Propanol and Acetophenone have been frequently found in various foamed items. Previously, DCP was used as the cross-linking agent for EVA forming. Nevertheless, the decomposition of DCP would release large quantities of 2-phenyl-2-Propanol and Acetophenone. In our approach, BIBP (C6H4[C(CH3)2OOC(CH3)3]2) is used to replace DCP so that the presence of 2-phenyl-2-Propanol and Acetophenone can be eliminated.

PFCs

Footwear products need a large number of materials that have non-wicking, waterproof, water-repellent and water resistant properties. In replacing PFCs, many suppliers (Tier 1 and Tier 2) experienced tremendous difficulties because existing alternatives could not meet the non-wicking properties. With an adjustment of chemicals enhanced with nano-technology and improved processing, we were able to enhance the properties of our non-fluorinated compounds, enabling us to achieve PFC free results in early 2020 (machine calibration set to 0.01 mg/kg).

WATER-BASED ADHESIVES

Traditionally, it has been very challenging to use water-based adhesive to bond materials with smooth surfaces. With enhanced primer technology, and highly advanced PU adhesive synthesis technology, our adhesive suppliers are able to provide high quality water-based adhesives with unique properties.

CLEANER METAL POLISHING

Metal polishing is essential to make metal products with minimized defects and aesthetic features. However, the polishing process and subsequent rinsing procedures could lead to wastewater restricted substance concerns. We worked closely with our metal suppliers and improved the polishing process by including small, environmentally preferred, pebbles as a way to polish rather than harsh chemicals.

ANILINE

Aniline is found in many dyes. With detailed studies on various dye chemistries and chemical mechanisms, we were able to minimize or eliminate aniline in our supply chain by enhancing the dye stability and adjusting the molecular structure.

FORMALDEHYDE

In the leather industry, the reduction or elimination of formaldehyde has been a challenge, partly because formaldehyde has unique properties in tanning processes, and partly because many chemicals would have chemical reactions to produce formaldehyde during the leather production processes. More than 10 widely used chemicals have the potential to release formaldehyde, or generate formaldehyde, during the leather production processes. With an advanced redox reaction and clean chemical controls, we were able to significantly reduce formaldehyde content in our products.

CONCLUSION

CONCLUSION

Thank you for reading our FY21 Creating Change Report. In another year filled with much global uncertainty, we are certainly proud that we have been able to continue doing good for our communities, the factories in which we operate, and the planet on which we live.

We recognize that our program must continue to evolve, and we want to continue challenging ourselves to do more and do better. In FY22, we will continue on our quest to be a regenerative business by being mindful of our actions, respectful of our planet, and by ensuring our employees and factory workers feel appreciated and empowered to be their true authentic selves.

We will continue to drive progress toward our SDGs, align efforts with our science-based targets, pursue materials which are sourced via regenerative farming, and use our platforms to advocate for a more equitable and just society.

Our hope is that our continued environmental social governance principles is clear in the actions we are taking. We look forward to continuing our sustainability journey and taking our stakeholders, including our investors, consumers, and customers along on this journey with us.

ADDITIONAL INFORMATION

ADDITIONAL INFORMATION

ADDITIONAL INFORMATION

PRIOR REPORTS

Deckers has filed six annual corporate responsibility and sustainability reports; this is our seventh report. Prior to this publication, the most recent corporate responsibility report covering fiscal year 2020 was released in October 2020. All historic reports can be found at the references linked below or at **www.deckers.com/responsibility**.

REPORT FRAMEWORK

We believe that the progress of our corporate responsibility and sustainability efforts is served by disclosing goals and relevant metrics and, to that end, we have aligned the reporting standards included in our Corporate Responsibility Report with the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (commonly referred to as TCFD), Global Reporting Initiative's (commonly referred to as GRI) Core Standards, and Sustainability Accounting Standards Board's (commonly referred to as SASB) Consumer Goods Standards. This report focuses on key social and environmental issues, including, but not limited to human rights, reduced inequalities, labor conditions, animal welfare, diversity and inclusion, corruption, governance, waste, water, climate and clean energy, and raw materials sourcing.

CONTACT

We welcome any feedback on this report. Please reach out to us with any thoughts, questions or feedback at **cr@deckers.com**.

ADDITIONAL INFORMATION

REFERENCES

- Ethical Sourcing and Animal Welfare Policy
- Deckers Code of Ethics
- Deckers Environmental Policy
- Deckers Water Policy
- Conflict Minerals Policy
- Ethical Supply Chain Supplier Code of Conduct
- Global Manufacturing Location
- Global Supplier Locations
- Deckers Ethics Hotline
- Paper and Forest Procurement Policy
- Restricted Substances Packet
- Corporate Responsibility Videos
- Global Reporting Initiative Core Standards
- Sustainability Accounting Standards Board (SASB) Apparel, Accessories & Footwear Sustainability Accounting Standard
- Task Force on Climate Related Disclosures

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DEFINITIONS

ASSEMBLY IMPACT

The impact to assemble a product a product for the end consumer.

BIODIVERSITY

The natural variety and fragile balance of animal and plant life on Earth in a localized habitat, which coexist and function to provide or support ecosystems. It is an integral aspect of life on Earth, but is increasingly threatened by human activities.

CLOSED LOOP

Process by which waste produced within a facility ends up back in a material or a product which that facility produces (e.g. does not go to third-party diverting services).

DOWNCYCLE

Downcycling, or cascading, is the recycling of waste where the recycled material is of lower quality and functionality than the original material.

DOWNSTREAM TRANSPORTATION

A downstream transportation impact is the movement of a finished good starting at the Tier 1 facilities until possessed by a consumer.

DUNNAGE

Dunnage is any substrate, that is not part of the product itself, used to protect, contain, market, and promote the product.

END-OF-LIFE IMPACT

Waste disposal and treatment created during the entire lifecycle of a products.

LANDFILL

A site for the disposal of any substrate.

LOSS IN PRODUCTION (LIP)

Loss in production is waste produced from creating a finished raw material (Tier 2) and waste produced from creating a finished product (Tier 1).

NATURAL MATERIAL

Any physical matter that originates from plants, animals or the ground (e.g. hemp, cotton, linen, wool, jute, etc.).

OFFSETTING (CARBON)

The process of offsetting (balancing out) personal, corporate, or industrial carbon emissions through practices that reduce the presence of carbon dioxide in the atmosphere.

POST-CONSUMER WASTE RECYCLING

Material diverted from the waste stream after consumer use.

POST-INDUSTRIAL WASTE RECYCLING

Material diverted from the waste stream during manufacturing process.

RECYCLED MATERIAL

Process of converting waste materials into the same or new material or object. The recyclability of a material depends on its ability to re-acquire the properties it had in its virgin or original state.

RAW MATERIAL EXTRACTION IMPACT

The impact of extracting a raw materials (Tier 3+) to then be passed down to Tier 2 for further transformation.

RAW MATERIAL MANUFACTURING

The impact of manufacturing the raw material into a finished raw material (Tier 2) which then is sent to Tier 1 factories for product assembly.

RENEWABLE MATERIAL

A renewable material is a material made of resources that can be replenished.

REGENERATED CELLULOSIC FIBER

A fiber that is created by dissolving the cellulose area of plant fiber in chemicals and making it into fiber again.

SCOPE 1 EMISSIONS

Direct emissions from owned or controlled sources.

SCOPE 2 EMISSIONS

Indirect emissions from leased offices, distribution centers, or retail stores.

SCOPE 3 EMISSIONS

All other indirect emissions throughout the supply chain (e.g. purchased goods and services, business travel, employee commuting, waste disposal, customer use of products, energy used in supply chain, transportation and distribution, and leased buildings)

TIER 1

Facilities where our finished products are made. Sometimes referred to as cut and sew facilities.

TIER 2

Facilities where raw materials are manufactured into finished raw materials to become part of a product. These materials are provided to Tier 1 facilities where finished products are made.

UPCYCLE

Upcycling is the process of transforming waste, or unwanted products, into new materials or products perceived to be of greater quality.

UPSTREAM TRANSPORTATION

Upstream transportation is the impact from the movement of raw materials by land, sea and air. When a product becomes a consumer good, the next movement will be considered a downstream transportation impact.

APPENDICES

SUPPLY CHAIN PARTNER DISCLOSURES

TIER 1 FOOTWEAR FACILITIES (DECKERS SUPPLY CHAIN PARTNERS – ALL FOOTWEAR – OCTOBER 2020 UPDATE)

NO.	COUNTRY	FACTORY CODE/ABBR	PARENT COMPANY NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	CONTRACT WORKERS PERCENTAGE	DECKERS BRANDS	SUPPLIER AND PRODUCT TYPE
1	Vietnam	HFMS-AM	Mega step holdings limited	Amara Vietnam Footwear Company Limited	Song Khe Zone, Co Le Town, Truc Ninh District	Nam Dinh	8042	6693	1349	Y	N	0.70%	UGG, Teva, Hoka, Sanuk	Shoes, sandals, boots
2	Vietnam	HFMS-CE	Mega step holdings limited	Continuance Vietnam Footwear Company Limited	Km No. 43, National Road No.5, Lai Cach Town, Cam Giang District	Hai Duong	2056	1381	675	Y	N	1.30%	UGG, Teva, Sanuk, Hoka	Sneakers, Boots, Slipper, Slip-On, Sandals
3	Vietnam	HFMS-PT	Mega step holdings limited	Panta Vietnam Footwear Co., Ltd	Ngo Village, Binh Xuyen Commune, Binh Giang District	Hai Duong	2588	2000	588	Y	N	1.31%	UGG, Teva, Sanuk	Boot, Classic boot, Shoe, Slipper, Sandal.
4	Vietnam	ST-GS	Stella International Co.Ltd	Golden Star Co., Ltd - Simona footwear Co., Ltd	Phu Thanh Tay Area, Yen Thanh Ward, Uong Bi city	Quang Ninh	3708	3441	267	Y	N	0.30%	UGG, Teva, Koolaburra	Sport shoes, kid's shoes, women's shoes. Boot, sandals.
5	Vietnam	GL-GL	Greenland international Ltd	Golden Top Company Limited	Km No 9, Pham Van Dong Street, Duong Kinh District	Hai Phong	1963	1501	462	Y	N	1.10%	UGG, Koolaburra	Lady shoe, boot, sandal
6	Vietnam	GL-LTH	Greenland international Ltd	Golden Top Company Limited - Tam Cuong Accessory And Shoe Manufacturing Factory	Km 11, Road 37, Tam Cuong commune, Vinh Bao district	Hai Phong	3050	2686	364	Y	N	0.98%	Koolaburra, UGG	Vulcanized shoes, Sandal, Classic snow boot, Closed shoes
7	Vietnam	EG-VS	Nam Sinh Company Limited	Nam Sinh Company Limited	Hy Duyet Village, Cam Hung Commune, Cam Giang District	Hai Duong	1015	914	101	Y	N	1, 87%	Ugg, Teva	Shoe, sandal
8	Vietnam	AC-THH	Guang han lin shoes co., ltd/ action enterprises *(international)* limited	Thanh Hung *(Golden Plus)* Co., Ltd *(Vietnam)*	Km 16 Road 353 Minh Duc Ward, Do Son District	Hai Phong	574	449	125	Y	N	2.00%	Sanuk, Koolaburra	Flip-flops, sandals, athletic shoes, slippers
9	Vietnam	FT-YS	Flourish Thrive Developments Limited TaiWan Branch	Ty Thac Co., Ltd	Residential Area 1, My An Townlet, Thap Muoi District	Dong Thap	2739	2308	431	Y	N	0.66%	Hoka, Teva	Sports shoes
10	Vietnam	WH-SM	Hong Kong Shoe Majesty Trading Company Limited	Vietnam Shoe Majesty, Co, Ltd	Chau Duc Industrial Zone, Suoi Nghe Commune, Chau Duc District	Ba Ria Vung Tau	2933	2258	675	Y	N	0.30%	UGG, Teva, Koolaburra	Casual shoes

APPENDICES

SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

TIER 1 FOOTWEAR FACILITIES (DECKERS SUPPLY CHAIN PARTNERS – ALL FOOTWEAR – OCTOBER 2020 UPDATE) – (CONTINUED)

NO.	COUNTRY	FACTORY CODE/ABBR	PARENT COMPANY NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	CONTRACT WORKERS PERCENTAGE	DECKERS BRANDS	SUPPLIER AND PRODUCT TYPE
11	Vietnam	AL-ZX	Al-Nu Sporting Goods *(Hk)* Co., Limited	Zhi Xing Vietnam Co., Ltd	Lot CN1, CN2, CN3-CCN Nguyen Giap, Nguyen Giap Commune, Tu Ky District, Hai Duong Province, Vietnam.	Hai Duong	470	250	220	Y	N	5.00%	Hoka, Sanuk, Teva	Bottom and injection slippers Flip- flops, sandals
12	Cambodia	GL-SKN	Greenland International Ltd.	Sky Nice Ii International Co., Ltd	Tasen Village, Sotip Commune, Choeung Prey District, Kompong Cham Province	Kompong Cham	2003	1944	59	Y	N	1.50%	Koolaburra	Footwear *(Vulcanized shoes, Sandal, Classic snow boot, Closed shoes)*
13	China	PL-PL *(JXBJ)*	Li Sing International Ltd.	Pingxiang baojiu shoes co. LTD	Nankeng industrial park, nankeng town, luxi county, pingxiang city	Jiangxi	331	282	49	Y	N	0%	Teva, Koolaburra	Shoes
14	China	HP-RS	Henan Prosper Skins & Leather Enterprise Co., Ltd	Xuchang Reshine Shoes Industry Company Ltd.	Intelligent equipment science and technology Park, Xiangcheng County, Xuchang City	Henan	947	843	104	Y	N	0%	UGG	Shoes
15	China	NP-BF	Putian NewPower International Trade Co., Ltd	Putian HanJiang BuFeng Footwear Co., Ltd	Daili Village, Baitang Town, Hanjiang District, Putian	Fujian	612	234	378	N	N	0%	Koolaburra, Sanuk	Shoes
16	Philippines	ST-CP	Stella. International Holding Limited	Coronation Premium Mfg.Inc	Creekside Rd, Compound 2, Clark Freeport Zone.	Pampanga	2855	2227	628	N	Y	1%	UGG	Shoes
				Feliz Premium Mfg. Inc	J. Abad Santps Corner Manunggal Street, Clark Freeport Zone.	Pampanga	2570	1953	617	N	Y	2%	UGG	Shoes
17	China	ST-GX	Stella International Trading *(MaCao Commercial Offshore)* Limited	Guangxi Yuxiang Footwear Co.Ltd	Shi Li Industrial Zone, Lingshan County, Qinzhou	Guangxi	1727	1448	279	Y	Y	0%	UGG	Shoes
18	Dominican Republic	PS-PS	NA	Petroquim SRL	Av. Nicolas de Ovando No. 334, Santo Domingo	Santo Domin-go	206	41	165	/	/	/	UGG	Shoes

APPENDICES

SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

TIER 1 LIFESTYLE FACILITIES: APPAREL, ACCESSORIES, AND HOME GOODS (DECKERS SUPPLY CHAIN PARTNERS – OCTOBER 2020 UPDATE)

NO.	COUNTRY	FACTORY CODE/ABBR	PARENT COMPANY NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	CONTRACT WORKERS PERCENTAGE	DECKERS BRANDS	SUPPLIER AND PRODUCT TYPE
1	China	WF-WF	Wing Feng Lap Yip Fashion Limited.	Dongguan City Feng Wing Ming Shing Knitting Limited	Heng Jiang Xia Village Chang Ping Town Dongguan City	Guangdong	400	232	168	Y	N	0%	UGG	Sweater
2	China	WIL-SD	Winner International Limited	Dong Guan Smart Dragon Industrial Limited	SanXian building, Zengbu kylin Industrial Estate Chashan Town Dongguan City	Guangdong	150	92	58	N	Y	0%	UGG	Apparel
3	China	CL-CF	Changlu Industrial *(Hongkong)* Co., Ltd.	Shenzhou Changfeng Handbag MFR Co., Ltd.	No.B18 Block,New Industrial Area, Fu Cheng Ao, Ping Hu Town, Shenzhen City	Guangdong	85	50	35	N	N	0%	UGG	Handbags & wallets
4	China	SHA-CATH	Shanghai Cathaya International Trading Co.,Ltd	Anhui City Huizhou District Shiyu Textile&Garment Co.,Ltd	SME Base at 1# Xinhang Rd, North City Industry Park, Huizhou District, Huangshan City	Anhui	46	40	6	N	N	0%	UGG	Home Textile
5	China	TK-TK	Frankson Limited	Treasure Key *(Xiamen)* Finery Co., Ltd.	No.101,Tongyuan North Road,Tong'an District,XiaMen City.	Fujian	303	233	70	Y	Y	0%	UGG	Apparel
6	China	ZD-HN	Zhejiang Zhongda Group Interational Trading Co.,Ltd.	Haining United Socks Co., Ltd.	NO.360 HaiFeng Road, Haining	Zhejiang	300	186	114	Y	N	0%	UGG	Socks
7	China	ZD-PG	Zhejiang Zhongda Group Interational Trading Co.,Ltd.	Polar Goose Clothing Co., Ltd.	Zhenxi 88, Huzhou City	Zhejiang	450	292	158	Y	N	0%	UGG	Socks / Apparel
8	China	ZD-CX	Zhejiang Zhongda Group Interational Trading Co.,Ltd.	Huzhou Chengxing Clothing Co., Ltd.	NO.15 Waihuan East Road, Shuanglin Town, Huzhou	Zhejiang	120	84	36	N	N	0%	UGG	Apparel
9	China	MK-MK	Zhejiang Meikan Garment & Accessories Co., Ltd	Zhejiang Meikan Garment & Accessories Co., Ltd	No.318, Xiachuan Road, Haichang Street, Haining City.	Zhejiang	141	98	43	N	N	0%	UGG	Socks
10	China	VE-AN	Venitra Industrial Group Ltd.	Anhui Verino Manufacturing Co.,Ltd	52 Donghe Road,Qingyang,Chizhou City	Anhui	300	210	90	Y	N	0%	Hoka	Sports wear / Baselayer/ Underwear/ Ski Jacket

APPENDICES

SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

TIER 1 LIFESTYLE FACILITIES: APPAREL, ACCESSORIES, AND HOME GOODS (DECKERS SUPPLY CHAIN PARTNERS – OCTOBER 2020 UPDATE) – (CONTINUED)

NO.	COUNTRY	FACTORY CODE/ABBR	PARENT COMPANY NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	CONTRACT WORKERS PERCENTAGE	DECKERS BRANDS	SUPPLIER AND PRODUCT TYPE
11	Myanmar	WIL-SDI	Winner International Limited	SDI Manufacturing Company Limited	NO. 40, Myay Taing Quarter No.24, Ngwe Pin Lei Industrial Zone, Hlaing Thar Yar Township,	Yangon	531	325	206	N	Y	2%	UGG	Apparel
12	Vietnam	NF-YT	New Focus Textiles Limited	YThanh Manufacturing & Trading Co., Ltd.	Hamlet 5, Nhi Thanh Ward, Thu Thua District,	Long An	245	192	53	Y	N	0%	UGG	Knit Top, Knit Bottom

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
1	Textile	China	Paiho	Paiho	Dongguan Paihong Industry Co., Ltd	Huanbao Industry District Shatian Town Dongguan City Guangdong China	GuangDong	1614	911	703	Y	N	0.0%	Footwear & Apparel Accessory and Textile	100.0%	UGG/HOKA/TEVA/ Koolaburra
2	Textile	China	JiaRui	JiaRui	JiaRui Ecofrieldly Material Co., Ltd	Building 1, No 6, BeiHeng 2nd Road, TingKeng, HouJie, DongGuan, GuangDong, China	GuangDong	58	16	42	Y	Y	Su	Fabric	95.0%	UGG/HOKA/TEVA/SANUK/ Koolaburra
3	Components	China	Swarovski	Swarovski	Swarovski *(Guangzhou)* Trading Co Ltd	Rm1702-1707, Central Tower, No.5, Xiancun Road, Zhujiang New Town, Tianhe District, Guangzhou, Guangdong	GuangDong	30	23	7	Y	Y	1.0%	Swarovski Crystal, accessory	100.0%	UGG/TEVA
4	Components	Austria	Swarovski	Swarovski	D. Swarovski Distribution GmbH	Swarovskistrae 30, 6112 Wattens, Austria	Wattens	/	/	/	/	/	/	/	/	/
5	Packaging	Taiwan	ChengMei	Cheng Me	Cheng Mei Label Mfg.corp. *(Taiwan)*	9 Lane 883, Tajen Rd., Lu Dist., Kaohsiung City 82144 Taiwan	Taiwan	40	20	20	N	N	0.0%	Woven Label, Printed Label, Heat Transfer Label	100.0%	UGG/HOKA/TEVA/ Koolaburra
6	Packaging	China	ChengMei	Ying Xiang	Ying Xiang Garment Accessories *(Shen Zhen)* Co., Ltd.	260 Xiang Shan Avenue, 3rd Industrial Zone, Luo Tian, Song Gang Street, Bao An District, Shen Zhen City, Guang Dong, 518105 China	GuangDong	80	40	40	N	N	0.0%	Woven Label, Printed Label, Heat Transfer Label	100.0%	UGG/HOKA/TEVA/Sanuk

APPENDICES

SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
7	Packaging	Vietnam	ChengMei	Hong Qiao	Hong Qiao Garment Accessories Co., Ltd.*(Vietnam)*	2 VSIP II Street 7, Vietnam Singapore Industrial Park II, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province, Vietnam	BinhDuong	200	250	150	N	N	0.0%	Woven Label, Printed Label, Heat Transfer Label	100.0%	UGG/HOKA/TEVA/Sanuk
8	Bottom	China	Sabina	Sabina	Dongguan Sabina Footwear Co.ltd	Hou Da Road, Management District, Da ling Shan Town, Dong Guan City, Guang Dong, China.	GuangDong	200	82	118	Y	Y	2.0%	RB/EVA	100.0%	UGG
9	Components	China	HongJian-Feng	Hong Jian Feng	Hong Jian Femg Ares And Crafts Co., Ltd.	No98 Hongjie Dadao, Baotun Village, Houjie Town, Dongguan City, Guangdong Province	GuangDong	100	35	65	N	N	0.0%	Components such as wood button, outsole, leather welt, TPU, etc.	100.0%	UGG/TEVA/Koolaburra
10	Components	China	TaiYi	Taiyi	Taiyi Hardware Manufacture Co., Ltd	NO.10 Hongjin Road, Hongmei town, Dongguan City	GuangDong	120	75	45	Y	N	0.0%	Hardware	100.0%	UGG/Sanuk/Koolaburra
11	Textile	China	Cosmo	Cosmo	Cosmo Textile Co., Ltd. *(Zhongshan)*	Block 17-21, Longzhuyuan, Nanlang Industrial District, Nanlang Town, Zhongshan	GuangDong	230	112	118	Y	Y	0.0%	Textile, Foam	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
12	Packaging	Vietnam	GoodBox	VI	V&L Packaging Vietnam Co., Ltd	NO 11, Tan Lien Industrial Zone, Vinh Bao District Hai Phong City, Vietnam	HaiPhong	372	112	260	Y	Y	4.0%	paper shoe box	100.0%	UGG/HOKA/TEVA/Sanuk
13	Packaging	Vietnam	GoodBox	Vs	V&S Packaging Vietnam Co., Ltd	No.30 VSIP II Street 26, Vietnam Singapore Industrial park II-A, Hoa Phu Ward, Than Uyen District, Binh Duong Province Vietnam	BinhDuong	359	78	281	Y	Y	6.1%	paper shoe box	100.0%	UGG/HOKA/TEVA/Sanuk
14	Packaging	China	GoodBox	St	Stanford Packaging Co., Ltd	He Nan Industrial Area, Jin Xia Village, Chang An, Dong Guan City, Guang Dong, China	GuangDong	225	45	180	Y	Y	0.0%	paper shoe box	100.0%	UGG/HOKA/TEVA
15	Packaging	China	GoodBox	CB	Cambridge Packaging Co., Ltd	Feng Ting Industrial Park, Feng Ting Township, Xian You County, Pu Tian City, Fu Jian Province, China.	FuJian	210	70	140	Y	Y	0.0%	paper shoe box	100.0%	UGG/TEVA/Sanuk

APPENDICES

SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
16	Bottom	China	XinWei	XinWei	Dongguan Xinwei Plastic Products Co., Ltd	Sihuan road, Xiabian Village, Houjie Town, Dongguan City, GuangDong Province, China	GuangDong	280	112	168	Y	Y	0.0%	CM EVA, IP EVA, Rubber, PU/BPU, TPR, TPU, TR, ABS	100.0%	UGG/HOKA/TEVA
17	Bottom	Vietnam	Xinwei	BaoZun	Baozun Vietnam Co., Ltd	Km 19, QI10, Kien Bai Village, Thuy Nguyen Dist, HaiPhong City, Vietnam.	HaiPhong	350	130	220	Y	Y	5.0%	CM EVA, IP EVA, Rubber, PU/BPU, TPR, TPU, TR, ABS	100.0%	UGG/HOKA/TEVA
18	Synthetic Leather	Taiwan	Sanfang	San Fang Chemical	San Fanf Chemical Industry Co., Ltd.	No. 402, Fengren Rd., Renwu Dist., Kaohsiung City 814022, Taiwan *(R.O.C.)*	Taiwan	2735	1449	1286	Y	N	72.9%	Synthetic Leather	100.0%	UGG/HOKA/TEVA
19	Synthetic Leather	Taiwan	Sanfang	San Fang Chemical	San Fanf Chemical Industry Co., Ltd.	No. 402, Fengren Rd., Renwu Dist., Kaohsiung City 814022, Taiwan *(R.O.C.)*	Taiwan	2735	1449	1286	Y	N	72.9%	Synthetic Leather	100.0%	UGG/HOKA/TEVA
20	Textile	China	XieLong	XieLong	Fujian Zhangping Xielong High-Tech Chemical Fiber Industry Co., Ltd	Dengbang Industrial District Of Zhangping, Fujian, China	FuJian	810	350	460	Y	Y	0.0%	Sandwich mesh/ Jacquard Engineered Mesh/ Single layer mesh/ Lining/Fly knit:	100.0%	HOKA
21	Tannery	China	ShuangDa	WUXI SD	Wuxi Shuangda Plush Co., Ltd	No.1058, Xiyu Road, Xishan District, Wuxi City	JiangSu	75	25	50	N	N	0.0%	Knitting Fabric	100.0%	UGG/Sanuk/Koolaburra
22	Textile	China	LingGan	Linggan	Dongguan Linggan New Material Technology Development Co., Ltd	1 F, Building B, Guanghui Zhigu Industrial Zone, No.196 Furniture Avenue, 523948, Houjie, Dongguan, China	GuangDong	100	45	55	Y	Y	5.0%	sequins, glitter, knitting, printing, embroidery etc.	100.0%	UGG/TEVA/Sanuk
23	Packaging	China	NanChieh	NCG	Nan Chieh Packaging Group	Xiananyi Industrial Park, Pingzhou Town, Nanhai District, Foshan City	GuangDong	230	70	160	Y	N	0.0%	Shoe Box	100.0%	UGG/ Koolaburra
24	Components	China	JeySun	JeySun	Dong Guan Jey Sun Industrial Co., Ltd	Lin-Hsia District Liao-Pu Town, Dong Guan City, Guang Dong, 523409, China	GuangDong	300	160	140	Y	Y	0.0%	Hardware	100.0%	UGG/TEVA
25	Textile	China	Paolai	Paolai Knitting	Paolai Knitting Mfg. Co.ltd	Ginsan Industrial Zone, San Jiao Town, Zhong Shan City	GuangDong	85	47	38	Y	Y	0.0%	Faux Fur/Socks	100.0%	UGG/TEVA/Koolaburra

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SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
26	Components	Korea	Daesung	DSK	Daesung Co., Ltd	67, Nakdong-daero 1318beon-gil, Sasang-gu, Busan	Korea	450	200	250	N	N	0.0%	Metal hardware	100.0%	UGG/HOKA/TEVA/Sanuk
27	Components	China	Daesung	DSC	Daesung China Co., Ltd	The WenZhou Road, Zhouwu District, Dongcheng, DongGuan, GuangDdong provinc, China	GuangDong	180	100	80	N	Y	3.0%	Metal hardware	100.0%	UGG/HOKA/TEVA/Sanuk
28	Bottom	China	Dahsheng	Da Ju	Dongguan daju plastic products co. LTD	No.203, Jin Lan Bei Road Da Lan Town Dong Guan City Guang Dong, China	GuangDong	150	100	50	N	N	0.0%	EVA, PU, Insole	100.0%	HOKA/TEVA/UGG
29	Bottom	Vietnam	Dahsheng	Dah Chen	Dah Chen Shoe Material company Ltd	Lot Mc-1, Duc Hoa 1 Industrial Park, Duc Hoa Townlet, Long An Province, Vietnam	LongAn	600	420	180	Y	Y	3.0%	Sockliner	100.0%	HOKA
30	Bottom	Vietnam	Dahsheng	Dah Ju	Dah Ju Science and Technology *(Vietnam)* Company Limited	No.15, Tien Phong Road, Tran Quang Khai Ward, Nam Dinh City, Nam Dinh Province, Vietnam	NamDinh	300	210	90	Y	Y	2.0%	EVA, PU, Sockliner, Sublimation and Digital Printing	100.0%	HOKA/TEVA
31	Packaging	U.S.	LeClub	LeClub	Le Club Bag Company	13223 Margate Street Sherman Oaks, CA 91401	CA	/	/	/	/	/	/	/	/	/
32	Packaging	China	LeClub	Menglin	Henan Menglin Clothing Co., Ltd	100m South Fengtai Avenue and Huanghe Avenue, Jiju District, Sunkou County, Taiqian Town, Puyang City Henan Province	HeNan	25	21	4	N	N	0.0%	Dust bag	100.0%	UGG/ Sanuk
33	Components	China	Nifco	Tifico	Tifco *(dongguan)* Co., Ltd	ChangAn Town, Dongguan City,	GuangDong	85	46	39	Y	Y	3.0%	injection *(plastic buckle)*	100.0%	UGG/HOKA/TEVA
34	Components	Taiwan	Nifco	Nifco	Nifco Taiwan Co., Ltd	N.198-81, 13th Neighborhood, Sec. 2, Zhong'ai Rd., Guanyin Dist. Taoyuan City 32846, Taiwan	TaoYuan	206	99	107	Y	Y	4.0%	injection *(plastic buckle)*	100.0%	UGG/HOKA/TEVA
35	Components	Vietnam	ChenTai	Chen Tai	Chen Tai Vietnam Woven Tapes Ent. Co., Ltd.	N8 Rd., My Phuoc 1 Industrial Park, Ben Cat District, Binh Duong Province, Vietnam	BinhDuong	543	263	280	Y	Y	2.0%	Shoelace, webbing, elastic strap	100.0%	HOKA

SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
36	Components	Taiwan	ChenTai	Chen Tai	Chen Tai Lace Co., Ltd	No.93, RenLi Rd, Homei Town, Changhua County, Taiwan, 508	Changhua	98	71	27	N	Y	13.0%	Shoelace, webbing, elastic strap	13.0%	UGG/Hoka
37	Components	Vietnam	Chentai	Chentai *(North Vietnam)*	Chentai *(North Vietnam)* Woven Tapes Co., Ltd	Lot CN 7.5, Bao Minh IP, Lien Bao commune, Vu Ban district, Nam Dinh province, Vietnam	NamDinh	267	79	188	Y	Y	6.0%	Shoe Lace, Webbing, Elastic	100.0%	UGG
38	Components	China	Yuechang	Yuechang	Yuechang Woven Tape Ent, Co;Ltd	Liangkeng Industrial zone, Duruan Town, Jiangmen, Guangdong, China	GuangDong	160	100	60	Y	Y	0.0%	Shoelace, webbing, elastic strap	100.0%	UGG/HOKA/TEVA/Sanuk
39	Synthetic Leather	Vietnam	ZingYong	ZingYong	Zingyong Co., Ltd	Lot F4, F5, F6, Road N5, Nam Tan Uyen Industrial Park Expan-sion, Hoi Nghia Commune, Tan Uyen Town, Binh Duong Prov-ince, Vietnam	BinhDuong	107	41	66	Y	Y	11.2%	Shoes material, TPU, reflective TPU	100.0%	HOKA
40	Textile	Taiwan	Yee Chain	Yee Chain	Yee Chain International Co., LTD	Xitun District, Section 2, Huan-zhong Road, No. 98	Taichung	106	43	63	N	N	35.8%	Sandwich mesh, lining, single layer upper, woven, cotton, lamination, printing, emboss, bio-based materials	100.0%	UGG/HOKA/TEVA/Sanuk
41	Textile	Vietnam	Yee Chain	Yee Chain	Yee Chain International LTD	Duong so 6 Nhon Trach 1	DongNai	61	44	17	N	Y	8.0%	Sandwich Mesh/Lining/ Single layer upper/TPU laminated package/ Digital print package	100.0%	HOKA
42	Textile	China	Yee Chain	Yee Chain	Yee Chain International LTD	NO.45, LiuHe Vil-lage, Yisha, ShaTian Town, DongGuan City	GuangDong	5	2	3	N	Y	40.0%	Sandwich Mesh/Lining/ Single layer upper/ package	100.0%	HOKA/TEVA
43	Last	China	Jones&Vining	J&V	Jones&Vining *(China)*Co., Ltd	Zhiquan High-tech Park, Pengwu Village, Dongkeng Town, Dongguan City, China.523445	GuangDong	70	30	40	N	N	0.0%	Last, Footbed	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
44	Last	Vietnam	Jones&Vining	J&V	Jones&Vining*(VN)* Co., Ltd	Road 3-Giang Dien Industrial Zone. Trang Bom Dst., Dong Nai Prov. Vietnam.	DongNai	308	160	148	N	N	0.0%	Last, Footbed	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra

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SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
45	Bottom	Vietnam	Jones&Vining	J&V	Jones & Vining *(Vietnam)* Co., Ltd	Road No.3, Giang Dien IP, Trang Bom Dist, Dong Nai Province 810000, Vietnam	DongNai	304	121	183	Y	Y	0.0%	Foam & Sockliner	100.0%	UGG/ TEVA
46	Last	China	JianFa	JianFa	Dongguan City Shoe Last Co., Ltd	Sha mao ling 3, Wengzhou road, Wendtang Community Dongcheng District Dongguan city, Guangdong province China	GuangDong	152	19	133	Y	Y	0.0%	Plastic shoe last	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
47	Last	China	JianFa	JianFa	Foshan City Jianfa Shoe Last Co., Ltd	Shuisongji, Zhou village, Lishui town, Nanhai district Foshan city, Guangdong province, China	GuangDong	48	7	41	Y	Y	0.0%	Plastic shoe last	100.0%	N/A
48	Last	China	JianFa	JianFa	Putian City Century Jianfa Shoe Last Co., Ltd	Hualin industrial park Chengxiang district, Putian city, Fujian Province, China	FuJian	37	11	26	Y	Y	0.0%	Plastic shoe last	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
49	Last	China	JianFa	JianFa	Chengdu City Jianfa Shoe Last Co., Ltd	Unit2-No.136 Yuanjiang road, jiaolong industrial port, Shuanliu Country, Chengdu city, Sichuan province, China	Sichuan	56	17	39	Y	Y	0.0%	Plastic shoe last	100.0%	N/A
50	Last	Vietnam	JianFa	JianFa	Vietnam Jianfa Shoe Last Co., Ltd	Dh423 road, Tan binh Quarter, Tan Hiep Ward, Tan Uyen town, Binh Duong Province, Vietnam	BinhDuong	38	15	23	Y	Y	22.0%	Plastic shoe last	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
51	Last	China	Jintong	Jintong	Jintong Shoe Last Co.Ltd*(China)*	NO.42 Fuan Road, Xiangxi Industrial District, Liaobu Town, Dongguan City	GuangDong	30	11	19	y	N	4.0%	Shoe Last	100.0%	UGG / Koolaburra
52	Last	Vietnam	Jintong	Jintong	Jintong Shoe Last Co.Ltd*(Vietnam)*	Hechu Village, Changcheng Township, Anlao	HaiPhong	46	14	32	Y	Y	12.0%	Shoe Last	100.0%	UGG/Koolaburra
53	Last	Cambodia	Jintong	Jintong	Jintong Shoe Last Co.Ltd*(Cambodia)*	29 kilometers of dry pull province highway four	Ganla	50	19	31	Y	Y	15.0%	Shoe Last	100.0%	/
54	Last	China	Studio88	Studio88	Dongguan Weiju Shoe Last Manufactury	33* Jinying Street, ChenWu Industrial Zone, Houjei Town, Dongguan	GuangDong	80	11	69	N	N	1.0%	Plastic Shoe Last	100.0%	UGG/Sanuk/Koolaburra
55	Last	Vietnam	Studio88	Studio88	WeiJu Shoe Last Company Vietnam	Km19, highway 10, Kien Bai Commune, Thuy Nguyen Town, Hai Phong city	HaiPhong	38	10	28	Y	Y	0.2%	Plastic Shoe Last	100.0%	UGG/Koolaburra

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SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
56	Tannery	China	XiangZhou	XJ	Xiang Zhou Lether Co., LTD	Chihu Industrial, Zhangpu, Zhangzhou	FuJian	490	205	285	Y	Y	0.0%	Cow Split Suede, Pu Coated Leather	100.0%	UGG/HOKA/Koolaburra
57	Tannery	Taiwan	FengChang	FC	Feng Chang Leather Co., Ltd	210 Land Horng Ming, Shen Tour, Changhua County, Taiwan	Changhua	232	136	96	N	N	38.0%	Cow Suede	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
58	Tannery	China	Prosper	HP	Henan Prosper	#5 West Industrial Zone, Mengzhou, Henan, China.	HeNan	5675	2347	3328	Y	Y	0.0%	Sheepskin	100.0%	UGG/Koolaburra
59	Tannery	China	MeiHua	Meihua	Xinji Citymeihua Leather Co., Ltd	Tanning area of xinji city hebei province, China	HeBei	492	149	343	Y	Y	0.0%	Double face leather UGGpure	55.0%	UGG
60	Tannery	TaiWan	Pony	Pony	Pony Leather Corporation	No.191, Sec. 3, Zhongshan Rd., Yongjing Township, Changhua County, Taiwan 512	TaiWan	237	82	155	Y	Y	0.0%	PU Coated Leather/ PU Synthetic Leather	100.0%	UGG/HOKA/TEVA
61	Tannery	China	Simona	Simona Tanning Inc.	Yang Jiang G-Full Leather Products Co., Ltd	No.8, High Tech 1st Road, Buchang Town *(HuanBaoCheng)*, Jiang Cheng District, Yang Jiang City, Guangdong, China, 529532	GuangDong	605	250	335	Y	Y	0.0%	Leather product	100.0%	/
62	Tannery	China	Sunrise	Sunrise	Sunrise Development Leather Company Limited	BinHeng Town, GuangNing Country, Zhao Qing City GuangDong Province, China.P.C:526345	GuangDong	161	69	92	Y	Y	0.0%	All kind of split suede	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
63	Tannery	China	Sunshine	Sunshine Leather*(DG)*	Dong Guan Sunshine International Co., Ltd	Add:Xinji Village, Xiaohe Area, Daojiao Town, Dongguan City, Guangdong Province, China	GuangDong	60	20	40	Y	Y	0.0%	Cow, Goat and Sheep Leather	100.0%	UGG
64	Tannery	India	Sunshine	Sunshine Leather *(INDIA)*	Prara Leathesr Pvt Ltd	31/2a-2 Ammor Road, Manthanngal Road, Ranipet-632403	Milna, India	250	175	75	N	Y	0.0%	Goat and Sheep Full Grain Suede	40.0%	UGG
65	Tannery	China	TongHong	TongHong *(Skinprints)*	Tong Hong Tannery*(BeiHai)* CO., LTD. *(Skinprints)*	LianZhou Town, HePu County, BeiHai City, GuangXi Province, China	GuangXi	1205	596	609	Y	N	0.0%	Suede and PU Coated	100.0%	UGG

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T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
66	Tannery	China	XingFeng	XF	XingFeng Int'L*(HK)* Industry Limited	37 Fukang Rd, Houjie Town, Dongguan City, Guangdong Province, China	GuangDong	312	114	198	N	N	0.0%	Cow Suede and Leathers for Footwear	90.0%	UGG/Koolaburra/Sanuk
67	Tannery	China	EverDynasty	Ever dynasty	Ever dynasty Ltd.	XiaoBian No.4 Industrial Dist. ChangAn Town, DongGuan City Guandong Province China	GuangDong	26	9	17	N	N	7.7%	Tannery / fur printing and cow skin, goat skin screen print and Digital print, sheep/goat linning	100.0%	UGG/Hoka
68	Textile	China	Ligang	LGM	Ligang Materials Co.Ltd	30 Pengchen Rd, Airport Industrial Zone, Changle District, Fuzhou City	FuJian	972	354	618	Y	N	0.0%	Xingang Textile Machinery Co.Ltd for Knitting machine; Hengli for polYter	100.0%	HOKA
69	Packaging	China	BSN	BSN	BSN, innovations in packaging | RFID	68#, Xiaotangnan Road, Jiang-gao Town, Baiyun District, Guangzhou, 510450, P.R.China	GuangDong	531	232	299	N	Y	0.0%	T2/Packing	100.0%	UGG
70	Components	china	Protech	Protech	QingYuan Protech*(BaoSu)* Plastic Mold com.ltd	YiLi Industrial Park, LongTang Town, QingCheng District, QingYuan City, GuangDong Prov, China	GuangDong	20	5	15	N	N	0.0%	TPU, Nylon, etc. Kinds of plastic	100.0%	UGG/HOKA/TEVA/Sanuk
71	Synthetic Leather	China	HuaChang	Huachang	Fujian Huachang Group Co., Ltd.	Huachang Group Building, #256-258, Huguang Road, Jinjiang City, Fujian Province, PRC	FuJian	580	350	230	Y	N	1.0%	Huachang Pu synthetic leather/TPU/eTPU Mesh	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
72	Synthetic Leather	Vietnam	HuaChang	Huachang	Huachang Vietnam Technology Company Ltd	76B, 77A Khu cong nghiep Long Giang, Xa Tan Lap 1, Huyen Tan Phuoc, Tinh Tien Giang, Vietnam	TinhTienGiang	140	55	85	Y	N	10.0%	Huachang Pu synthetic leather/TPU	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
73	Chemical	Vietnam	Greco	Greco	Great Eastern Resins Industrial *(VN)* CO., LTD.	So 8, duong so 17. KCN Song Than 2, TX. Di An, T.Binh Duong, Vietnam	BinhDuong	121	23	98	Y	Y	9.0%	adhesives	100.0%	HOKA
74	Chemical	China	Greco	Greco	Foshan Shunde Great Eastern Resins Cp., Ltd	19. Xing Yie Road, Beijiao Ind. Zone, Shunde, Foshan	GuangDong	87	25	62	N	N	4.5%	adhesives	100.0%	NA
75	Tannery	China	Colomer	Colomer	Colomer Moda	Address: #5 West Industrial Zone, Mengzhou, Henan, China	HeNan	5675	2347	3328	Y	Y	0.0%	leather	100.0%	UGG/TEVA

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T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
76	Textile	China	Coats	Coats Shenzhen	Coats Shenzhen	Building 7/9/17 *(Phase Ii Hi-Tech Industrial Park)*, Feng-Tang Dadao, Tangwei Community, Fuyong Street, Bao'an District, Shenzhen City	GuangDong	1450	570	880	Y	N	0.28%	Threads Product	9.9%	UGG/Hoka
77	Textile	Vietnam	Coats	Coats Phong Phu	Coats Phong Phu	48 Tang Nhon Phu street, Tang Nhon Phu B Ward, District 9, Thu Duc city, Ho Chi Minh City	HoChiMinh	1775	924	851	Y	Y	0.0%	Thread	100.0%	UGG/Hoka
78	Bottom	Vietnam	HuaLi Group	Aresa	Aresa Vietnam Footwear Co.ltd	Quảng Hòng, Thành phố Thanh Hóa, Thanh Hoa, Vietnam	Thanh Hoa	448	328	120	Y	Y	0.0%	EVA	100.0%	UGG/TEVA
79	Bottom	Vietnam	HuaLi Group	VENUS	Venus Vietnam Footwear Co., Ltd	Trade Village Industrial Cluster, Ha Binh Commune, Ha Trung District, Thanh Hoa Province, Vietnam	Thanh Hoa	1377	1037	340	Y	Y	0.4%	RB outsole	100.0%	TEVA
80	Bottom	China	BaiNianHe	BNH	Bainianhe Industrial Limited	Dongcheng District, Dongguan City, Guangdong Province	GuangDong	72	28	44	N	N	0.0%	CM EVA	100.0%	UGG/HOKA/TEVA
81	Textile	China	Sincetech	SinceTech	Sincetech *(Fujian)* Technology Co., Ltd	Wuli Industrial Zone, Jinjiang, Fujian, China	FuJian	3560	1917	1643	Y	Y	0.3%	warp knit, flat knit, woven jacquard, circular knit, post treatment	100.0%	UGG/HOKA/SANUK
82	Bottom	Vietnam	Gia Chiu	Gia Chiu	Gai Chiu Co., Ltd	Section 6- Tien lang Ward -Tien lang District - Hai Phong city, Vietnam	HaiPhong	1212	715	497	Y	Y	21.0%	Bottom *(Rubber & EVA)*	100.0%	UGG/TEVA/SANUK
83	Bottom	China	Gia Chiu	Hong Dian*(Tryon)*	Hong Dian Shoe Materials Co., Ltd	2nd Ind. Zone, Nan Lang, Zhong Shan Guang Dong, China	GuangDong	200	71	129	Y	Y	0.0%	Bottom *(Rubber)*	100.0%	UGG
84	Textile	China	A&C	A&C	A& C Company Limited	Shanlongpai, Nanxing Village, Hecheng Town, Heshan City, Guangdong Province, China	GuangDong	299	183	116	Y	Y	0.0%	Knitted uppers *(flyknit & TFP)*	100.0%	UGG/HOKA

SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
85	Textile	Vietnam	A&C	Thai Thang	Thai Thang Vietnam Industrial Materials Shoe Company Limited	Land plot No.1204, Map No.21, tan hiep 4 Street, Tan binh Town, Tan Hiep Ward, Tan Uyen distric, Binh Duong Province, Vietnam.	BinhDuong	139	89	49	Y	Y	7.0%	Knitted uppers *(TFP only)*	100.0%	/
86	Textile	China	HongYang	HongYang	DongGuan Hongyang Textile Co., Ltd	No. 5005, Liansheng Building, North Liansheng Road, Humen Town, Dongguan City, Guangdong Province, China	GuangDong	150	100	50	N	N	10.0%	Thread	80.0%	UGG/HOKA/TEVA/Sanuk
87	Synthetic Leather	China	YuCheng	YuCheng	DongGuan YuCheng Synthetic Leather Co., Ltd	Zhangzhou	FuJian	318	116	202	N	N	0%	PU, TPU	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
88	Synthetic Leather	China	YuCheng	YuCheng	DongGuan YuCheng Synthetic Leather Co., Ltd	ChangYi	ShanDong Province	62	26	36	N	N	0%	Microfiber	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
89	Bottom	Vietnam	Tancuong	Tancuong	Tan Cuong Trading And Manufacturing Co., LTD	Lot XN1-1, Lai Cach Industrial Park, Km49, Highway 5, Cam Giang District, Hai Duong Province, Vietnam.	HaiDuong	450	200	250	Y	Y	2.0%	Rubber	90.0%	HOKA
90	Textile	China	SuccessLoyal	SuccessLoyal	Dongguan Success Loyal Knitting Belt Manufacture Co., Ltd	No.2 Industrial Zone TianKeng, Hengli Town	GuangDong	95	54	41	Y	Y	0.0%	Webbing, Jacquard Webbing, Shoelace, Elastic	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
91	Textile	Vietnam	SuccessLoyal	SuccessLoyal	Wiet Nam Success Loyal Textile Company Limited	Lot L3, Pho noi B Textile and Garment Industrial Park, Di Su Ward, My Hao Town	Hung Yen	152	101	51	Y	Y	5.0%	Webbing, Jacquard Webbing, Shoelace, Elastic	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
92	Bottom	China	Fullxin Group	Fullxin Group	Fullxin Shoes Materials Co., Ltd.	No 1.Shijing Road, Guxia Village, Shipai Town, Dongguan City, Guangdong Province, China	GuangDong	297	142	155	Y	Y	1.4%	Bottom & Upper, sockliner Outsole Midsole	100.0%	UGG/HOKA/TEVA/Sanuk

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T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
93	Bottom	Vietnam	Fullxin Group	Fullxin Group	Fullxin *(Vietnam)* Company Limited	Lot 12A, Chau Duc Industrial Zone, Nghia Thanh Commune, Chau Duc District, Ba Ria Vung Tau Province, Vietnam	VungTau	600	380	220	Y	Y	15.0%	Bottom & Upper, sockliner Outsole Midsole	100.0%	UGG/HOKA/TEVA/Sanuk
94	Textile	China	Fmd	Fmd	Dongguan Fmd Textile Company	NO.247, Beihuan RD, Baotun Zone, Houjie Town, Dongguan City, Guangdong Province	GuangDong	43	20	23	N	N	0.0%	Yarn-dyed/printing/ dyeing/embossed/ woven/knitted fabric	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
95	Components	Vietnam	Crmto	Crmto South Vietnam	Crecimiento Co. Ltd	4 Road, Dong An Industrial Zone Thuan An District	BinhDuong	876	206	670	Y	Y	1.0%	PU Foam	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
96	Components	Vietnam	Crmto	Crmto North Vietnam	Crecimiento Co. Ltd	Tay Bac Ga Industrial Zone, Dong Tho Ward	Thanh Hoa	88	37	51	Y	Y	3.4%	PU Foam	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
97	Components	China	Crmto	Cmrto Zhongshan	Crecimiento Co. Ltd	2nd Estate, Baishi, Sanxiang, Zhongshan City	GuangDong	120	30	90	N	Y	2.5%	PU Foam	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
98	Tannery	Vietnam	Harvest Glory	Harvest Glorytai Yu	Tai Yu Leather Co., Ltd	Nhon Trach V Industrial Zone, Hiep Phuoc Town, Nhon Trach District, Dong Nai Province, Vietnam	DongNai	203	78	125	Y	Y	9.1%	Cow leather *(Full Grain)*	100.0%	UGG/HOKA/TEVA
99	Tannery	China	Harvest Glory	Harvest Gloryxingye	Xinngye Leather Technology Co., Ltd	No. 1 Xingye Road, No.2 Industrial Park, Anhai, Jinjinag City, Quanzhou, Fujian Province, China	FuJian	1571	587	984	Y	Y	0.3%	Cow leather *(Full Grain)*	100.0%	UGG/HOKA/TEVA
100	Components	China	Colortech	Colortech	Guangzhou Colortech New Materials Co., Ltd	No.18 Jungong Rd, Guangzhou Economy&Technology Development District, *(510760)* Guangdong, P.R.China	GuangDong	260	117	143	N	N	1.0%	PU Midsole/Topsole/ Sockiner	100.0%	TEVA / SANUK
101	Textile	China	WanHe	WanHe	Dongguan Wanhe *(Xiangying)* Ribbon Factory	Xiaohe Niuwo Industrial Zone, Daojiao Town, Dongguan City, Guangdong Province, China	GuangDong	40	19	21	N	N	0.0%	Webbing	100.0%	UGG
102	Bottom	China	Yongxin	Yongxin	WIN SING FOOTWEAR COMPANY LIMITED	NO.119M Ting Shan Road, Ting Shan, Houjie, Dong Guan City, Guang Dong, China	GuangDong	120	40	80	N	N	3.0%	EVA	100.0%	UGG/HOKA

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103	Textile	China	Qinghong	Qinghong	Dongguan Qinghong Industry Co,.Ltd	No 1 julong road Wangniudun down Dongguan City	GuangDong	52	18	34	N	N	0.0%	Sewing Thread	100.0%	UGG
104	Components	China	JiaYu	JiaYu	Jiayu Plastic Products Co., Ltd	No.6 Zhaohui Road, Dabu village, Sanxiang Town, Zhongshan City, Guangdong Province, 528463 China.	GuangDong	470	240	230	Y	N	0.2%	Plasthetics, TPU, Nylon shoes material	100.0%	UGG/HOKA/TEVA
105	Components	China	Rongsheng	Rongsheng	Dongguan Rongsheng Sporting Goods Co. Ltd	Room 101, No.79 xiaohe Road, Daojiao Town, Dongguan City, Guangdong Province	GuangDong	75	42	33	N	Y	0.0%	No sew, 3D printing, laser-embossed	100.0%	UGG/HOKA/TEVA/ Koolaburra
106	Components	Vietnam	Rongsheng	Yuesheng	Vietnam Yuesheng Shoes Material Technology Co. Ltd	6 village, Dongshan Community, Shuiyuan County, Haiphong City	HaiPhong	85	49	36	N	Y	0.0%	No sew, 3D printing, laser-embossed	100.0%	UGG/HOKA/TEVA/ Koolaburra
107	Textile	China	JUNHONG	JUNHONG	Dongguan City Junhong Material Co., Ltd	Hengkeng village, Niushan, Dongcheng Dis-trict, Dongguan City, GuangDong Province, China	GuangDong	36	29	7	N	N	0.0%	Cotton, ramie, jute,	78.0%	UGG/TEVA/SANUK
108	Textile	Taiwan	Tsan Chen	Tsan Chen	Tsan Chen Textile Trading Co., Ltd	No.349-2, Fu Ya Road, Si Tun District, Taichung City, Taiwan	Taiwan	30	17	13	N	N	0.0%	Woven canvas for footwear	0.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
109	Components	Taiwan	Giant Knitting	GK	Giant Knitting	No. 92, Yongchang St., Xitun Dist., Taichung City 40750, Taiwan	Taiwan	98	59	39	N	Y	9.2%	Reflective composite materials and Thinsulate	0.0%	UGG/HOKA
110	Textile	China	AoCheng	Aocheng	Dongguan Ctiy Aocheng Webbing Limited	Santun Industrial, Houjie Tow, Dongguan City, Guangdong Province	GuangDong	90	35	55	N	N	0.0%	Webbing/Elastic Gore/ Elastic Tape/Lace	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
111	Synthetic Leather	China	HongLin	HongJin	Dongguan Hongjin Leather Technology Co., Ltd	Room 901, Unit 2, No. 8 Hujing Road, Houjie Town 523945 Dongguan City, Guangdong Province, China	GuangDong	150-200	40-60	110-140	N	N	0.0%	Synthetic Leather/ Leather/sustainable materials	100.0%	UGG
112	Textile	China	HuaFeng	Huafeng	Hua Feng Group Inc	Dongfang Avenue, Wood Processing Zone, Xiuyu District, Putian City, Fujian Province, China	FuJian	9702	4295	5407	Y	Y	3.0%	Mesh, engineer mesh sandwich, Woven	100.0%	HOKA/TEVA

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T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

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113	Textile	Vietnam	HuaFeng	Huatex	Hua Tex*(Vn)*Co.ltd	Road No. 6, Nhon Trach 6 Industrial Park, Long Tho Commune, Nhon Trach District, Dong Nai Province, Vietnam	DongNai	105	80	25	N	N	20.0%	Weft knitting/Warp knitting/Woven/Dyeing	100.0%	/
114	Components	China	Coats Opti	Coats Opti	Coats Opti Shenzhen Limited	Coats Industrial Park, Fengtang Dadao, Tangwei Village, Fuyong Town, Baoan District, Shenzhen, China 518103	GuangDong	125	60	65	Y	N	0.0%	Zipper	10%	UGG/ Teva/ Koolaburra
115	Textile	China	BOYI	BOYI	Dongguan Boyi Textile Limited	Zoology Technological Industry area, *(opposite to Hujing square)*, Houjie Town, Dongguan City. China.	GuangDong	202	141	61	Y	Y	0.0%	Yarn dyed fabric Knitting fabric Jacquard Weave fabric Jersey Sequins Glittler etc	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
116	Synthetic Leather	Taiwan	San Fang	SanFang	San Fang Chemical Industry CO., LTD.	No. 402, Fengren Rd., Renwu Dist., Kaohsiung City 814022, Taiwan *(R.O.C.)*	TaiWan	737	593	144	Y	N	8.0%	Synthetic Leather	100.0%	UGG/HOKA/TEVA
117	Synthetic Leather	China	San Fang	BaoLiang	Dong Guan Bao Liang Material Technology Company Limited	Yue Yuan Industrial Park, Huang Jiang Town, Dong Guan, Guang Dong Province, China	GuangDong	281	89	192	Y	N	3.5%	Synthetic Leather	100.0%	UGG/HOKA/TEVA
118	Synthetic Leather	Vietnam	San Fang	SanFang Vietnam	San Fang Vietnam Co., Ltd	Khu cong ghiep my xuan a2, ap phu ha, xa my xuan, huyen tan thanh, tinh ba bia	Huyen Tan Thanh	1242	702	540	Y	N	3.0%	Synthetic Leather	100.0%	UGG/HOKA/TEVA
119	Synthetic Leather	Indonesia	SanFang	SanFang Indonesia	Pt. San Fang Indonesia	Jl. Modern Industri Iv No.10, 12&16, Kawasan Industri Modern Cikande, Serang, Banten	Indonesia	475	65	410	Y	N	3.5%	Synthetic Leather	100.0%	UGG/HOKA/TEVA
120	Bottom	China	AL-CH	AL-CH	Al-Nu Sporting Goods *(Hk)* Co., Limited	Xia Bian Industrial, Houjie Town, Dongguan, Guangdong, China	GuangDong	51	23	28	N	N	2.0%	Imeva mid/outsole, stock-fitting	100.0%	UGG/HOKA/TEVA/SANUK/ Koolaburra
121	Bottom	Vietnam	AL-CH	AL-ZX	Zhi Xing Vietnam Co., Limited	Cn1, Cn2, Cn3 - Nguyen Giap Industrial, Nguyen Giap Commune, Tu Ky District, Hai Duong Province, Vietnam	HaiDuong	776	407	369	Y	Y	5.0%	IMEVA mid/outsole, CMEVA mid/outsole, rubber outsole, painting, flocking, stock-fitting	100.0%	UGG/HOKA/TEVA/SANUK/ Koolaburra

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T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

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122	Tannery	Vietnam	ISA	ISA STL	Saigon Tantec Leather Ltd.	Lot M2-M3, Viet Huong 2 Industrial Park An Tay Village, Ben Cat District	BinhDuong	638	75	563	Y	N	2.7%	Shoes leather	100.0%	UGG/HOKA/TEVA/SANUK
123	Tannery	China	ISA	ISA Tan Tec	Heshan Bestway Leather Products Co. Ltd./Heshan Tantec Leather Co. Ltd.	No#1 Xingli Road, Hecheng Town, Heshan City, Guangdong Province, P.r. Of China	GuangDong	664	248	416	Y	Y	3.0%	Shoes leather	100.0%	UGG/HOKA/TEVA/SANUK
124	Textile	China	Wei Hong	Wei Hong	Wei Hong Weaving Band Co., Ltd.	Envtl. Protection Ind. Area, Shatian Town, Dongguan, Guangdong, China	GuangDong	147	61	86	Y	N	0.0%	Textile	100.0%	UGG/HOKA/TEVA/SANUK/ Koolaburra
125	Components	China	Willpower	Willpower	Willpower Product Solutions Limited	Unit 325, 3/F., Block G, Phase 2, Kwai Shing Industrial Building, 42-46 Tai Lin Pai Road, Kwai Chung, N.t., Hong Kong Tel:852-34212242	JiangSu	142	88	54	N	N	0.0%	Trims/accessories	100.0%	HOKA
126	Components	China	Mountain Spring	MTS	Mountain Spring Plasctis Macao Commercial Offshore Limited.	Macau Finance Centre, Unit 9D 230-246 Rua de Pequim Macau	Macau	12	3	9	Y	Y	50.0%	Buckle	100.0%	UGG/TEVA
127	Components	Vietnam	Mountain Spring	Mts *(Elasto-Merix)*	Elastomerix Vietnam Co., Ltd.	Lot CN15, Box No 10, Street 06, Song Than 3 Industrial Park, Phu Tan Ward, Thu Dau Mot City, Binh Duong Province, Vietnam	BinhDuong	253	121	132	Y	Y	3.0%	Buckle	100.0%	UGG, TEVA
128	Components	China	Mountain Spring	Bao Feng	Baofeng Electronic Technology Co., Ltd.	2/F, Building D, Industrial Park, Beiwang Road, Fusha Village, Gaobu Town, Dongguan City, Guangdong Province, 523283 China	GuangDong	105	60	55	Y	Y	0.0%	Buckle	100.0%	vUGG/TEVA
129	Bottom	Vietnam	TTHLA	TTHLA	Tan Thanh Hoa Long An Trading And Manufacturing Co.ltd	Lot B1, 6 Street, Hoa Binh Industrial Park, NhiThanh, ThuThua, LongAn, Vietnam	LongAn	1003	551	452	Y	Y	3.0%	Rubber outsole CM EVA IM EVA	88.3%	HOKA

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SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
130	Components	China	Hailextech	Hailextech	Hailex New Material Technology Co., Ltd	Room 1406, Building of Haili Group, No.21 Keyuan Road, Songshan Lake High-tech Development Dis-trict, Dongguan, Guangdong, China	GuangDong	112	47	65	N	N	0.0%	T2	100.0%	/
131	Bottom	China	Da Guang	Da Guang	Zhong Shan Da Guang Shoe Material Co., Ltd.	*(1 of Block 5, next to Crown Leather Factory)*Yi Liu Road, Wen Chang West Road, San Xiang Town, Zhong Shan City, Guang Dong province	GuangDong	120	78	42	N	Y	0.0%	Sockliner	100.0%	HOKA/UGG/TEVA/SANUK
132	Bottom	Vietnam	Da Guang	Da Guang	Vietnam Da Guang Co., Ltd.	Lot 6 Road 7 Tan Duc Industrialpark Duc Hoa Commune Duc Hoa District Long An Province, Vitenam.	LongAn	215	124	91	N	N	3.0%	Sockliner	100.0%	UGG/HOKA/TEVA/SANUK
133	Bottom	China	XinYiLai	XYL	Dongguan Xinyilai Rubber Goods Co., Ltd	3rd Industrial Zone, Dichong, Gaobu Town, Dongguan City	GuangDong	300	145	155	N	N	0.7%	Outsoles and midsoles	100.0%	HOKA/UGG
134	Components	TAIWAN	ChenTong	Chen Tong	Chen Tong Leather Co., Ltd.	111-1, Min Sheng Rd., Tayuan Dist., Taoyuan City, Taiwan	TaoYuan	52	19	33	N	Y	27.0%	Leather lace	87.0%	UGG
135	Components	China	Rhenoflex	Rhenoflex	Rhenoflex Hongkong Ltd.	17/F, Nanshan Road, Kowloon, Hongkong	HongKong	110	63	47	N	N	2.0%	Toe puff & back counter	100.0%	UGG/HOKA/TEVA
136	Textile	China	HuaMin	HuaMin	Dongguan Huanin Fabrics Co Ltd	No.10 BaiSha Road North, HuMen Town, DongGuan City, GuangDong Province, China.	GuangDong	51	31	20	N	Y	1.0%	Textile / Lining mesh / Sandwish mesh / Jacquard	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
137	Textile	Vietnam	HuaMin	HuaMin	Huamin Technology *(Vietnam)* Co, Ltd	Area A17.6, D8 Road, Thanh Thanh Cong Industry Zone, An Hoa Town, Trang Bang County, Tay Ninh Province, Vietnam	TayNinh	110	68	42	Y	Y	26.0%	Textile / Lining mesh / Sandwish mesh / Jacquard	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
138	Packaging	China	GuoXiang	Guo Xiang	Guo Xiang Printing Co.	No.15, Shen Xi Road, Bai Hao IP, Hou Jie Town, Dong Guan City, Guang Dong Province, China 523957	GuangDong	110	54	56	Y	Y	0.0%	Size label / booklet / wrapping paper / box	100.0%	UGG/TEVA

APPENDICES

SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

NO.	SUPPLIER CATEGORY	GEOGRAPHIC LOCATION	PARENT COMPANY/ GROUP	SHORT NAME	FULL NAME OF FACILITY	ADDRESS	PROVINCE/ STATE	NUMBER OF WORKERS	FEMALE	MALE	TRADE UNION (Y/N)	WORKER COMMITTEE (Y/N)	FOREIGN EMPLOYEES PERCENTAGE	SUPPLIER AND PRODUCT TYPE	CONTRACT WORKERS PERCENTAGE	BRAND-SPECIFIC
139	Packaging	Vietnam	GuoXiang	Guo Xiang	Guo Xiang Hai Phong CO., LTD.	Plot J8 Nomura IP, An Hung Commune, An Duong Dist., Hai Phong City, Vietnam	HaiPhong	308	184	124	Y	Y	6.0%	Size label/booklet/ wrapping paper	100.0%	UGG/TEVA
140	Packaging	Vietnam	GuoXiang	Guo Xiang	Guo Xiang Printing*(Vietnam)* CO., LTD.	Road No.6, Dong An IP, Thuan an Dist., Binh Duong Province, Vietnam	BinhDuong	573	205	368	Y	Y	5.0%	Size label/booklet/ wrapping paper	100.0%	UGG/TEVA
141	Textile	China	GoldLion	Gold Lion	Gold Lion Webbing MFG., LTD	DongGuan Shijie Town Liu Uk Sha Lu Industial Zone Fashion Webbing MFG., LTD	GuangDong	180	86	94	N	N	0.6%	Webbing, Tape	100.0%	UGG/HOKA/TEVA/ Koolaburra
142	Components	China	Ortholite	ECO	Dongguan Eco Polymer Company Limited	No.2, Road 1, 4th Industry Zone, Qiaotou, Houjie Town, Dongguan City	GuangDong	863	326	537	Y	Y	0.0%	PU Insole	100.0%	HOKA/Sanuk
143	Bottom	China	GuoRong	GR	Guo Rong*(Qingyuan)* Rubber Industry Co., Ltd	Blossom Well Industrial Zone, Long Tang Town, Qing Yuan City, Guang Dong China	GuangDong	100	33	67	Y	N	0.0%	Rubber Outsole	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
144	Bottom	Vietnam	GuoRong	Galli	Galli International Industrial	Ot D-4t-Cn& D-4v-Cn, My Phuoc 3 Industrial Park, Thoi Hoa District, Ben Cat Town, Binh Duong Province, Vietnam	BinhDuong	754	302	452	Y	Y	5.0%	Rubber Outsole	98.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
145	Bottom	China	GuoRong	Yuanhao	Dongguan Yuanhao Plastic Product Co., Ltd	No.16 DaShan Dong street, the 1st industrial Dist, XiaGang Chang'an Town, DongGuan City, China	GuangDong	132	79	53	N	N	0.0%	TPR	98.0%	Koolaburra
146	Components	China	Vibram	Zengwei	Z.W. Rubber Co., Ltd	Tianxin Village, Shitan Sanjiang Town, Zengcheng City, Guangzhou	GuangDong	801	261	540	N	N	0.0%	Rubber outsole	100.0%	HOKA
147	Components	China	Vibram	Zhengxin	Guangzhou City., Zhengxin Rubber&Plastic Co., Ltd	No.9 YuCai Road, HuaQiao Industrial Area, Huashan Town, HuaDu Zone, GuangZhou City	GuangDong	310	116	194	N	Y	0.0%	Rubber outsole	98.0%	UGG/HOKA/TEVA
148	Components	Vietnam	Vibram	Galli	Galli International Industrial	Lot D-4T-CN & D-4V-CN, My Phuoc Industrial Park 3, Ben Cat Town, Binh Duong Province	BinhDuong	820	396	424	Y	Y	5.0%	Rubber outsole	100.0%	HOKA

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SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

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149	Components	Vietnam	Vibram	Ep	Eternal Prowess Vietnam Jsc	2969-2971 National highway 1A, Tan Thoi Nhat ward, Dist.12, Hochiminh City, Vietnam	HoChiMinh	1050	502	548	Y	Y	1.8%	Rubber outsole	95.5%	HOKA/TEVA
150	Components	China	Vibram	Juzhan	Foshan Nanhai Juzhan Rubber Plastic Co., Ltd	Tang Village Heshun Lishui Nanhai District Foshan China	GuangDong	150	53	97	N	N	0.0%	Blown rubber sole	100.0%	UGG
151	Chemical	Indonesia	NanPao	NanPao	PT. Indo Nan Pao Resins Chemical	Jl. Pajajran Raya No. 44, Jatiuwung, Tangerang, Banten 15137, Indonesia	Banten	180	30	150	Y	Y	8.0%	Adhesive / Chemical	<5%	/
152	Chemical	Vietnam	NanPao	NanPao	Nan Pao Resins Vietnam Co. Ltd	No. 10, Thong Nhat Road, Song Than II Industrial Zone, Binh Duong Province, Vietnam	BinhDuong	330	81	249	Y	N	15.4%	Adhesive / Chemical	100.0%	/
153	Chemical	Vietnam	NanPao	NanPao	Nanpao Materials Vietnam Co., Ltd	Lot A4, A5, A10, A11, Dai Dang 3 Road, Dai Dang Industrial Park, Phu Tan Ward, Thu Dau Mot City, Binh Duong Province, Vietnam	BinhDuong	148	44	104	Y	N	10.1%	Adhesive / Chemical	100.0%	/
154	Chemical	China	NanPao	NanPao	Nan Pao Resins *(Dongguan)* Co., Ltd	Yue Yuen Industrial Estate, HuangJiang Town DongGuan City, GuangDong Province	GuangDong	139	37	102	Y	N	2.9%	Adhesive / Chemical	100.0%	/
155	Chemical	China	NanPao	NanPao	Nan Pao Resins *(Fo-shan)* Co., Ltd	No.12, Kohler Avenue, Leping town, Sanshui District, Foshan City, Guangdong Province	GuangDong	277	56	221	Y	N	8.0%	Adhesive / Chemical	100.0%	/
156	Bottom	China	Linda	Linda	Linda Rubber Technology co., Ltd	Dongguan City	GuangDong	120	40	80	N	N	0.0%	RB IMEVA CMEVA & Sheet	100.0%	Sanuk/Teva
157	Bottom	Vietnam	Linda	Mintian	Mintian Vietnam Co., Ltd	Tan Linh village, Minh Tan commune, Kien Thuy District	Thanh Pho Hai Phong	1000	500	500	Y	Y	5.0%	RB IMEVA CMEVA & Sheet	100.0%	/
158	Tannery	China	JuBang	JU BANG	Zhong Shan Jubang Shoes Materials Company Ltd.	Dong Ji Lu Dong Gu Cun Dong Ji Lu, Dongfeng Town, Zhongshan City, Guangdong Province, China	GuangDong	81	30	51	N	N	0.0%	Foaming, processing	100.0%	/

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SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

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159	Components	China	YKK	YKK	Ykk Zipper *(Shenzhen)* Co., Ltd. Ykk Zipper *(Shenzhen)* Co., Ltd. Gongming Fac-Tory	Tangwei Industry Park, Fuhai Street, Baoan District, Shenzhen, Guangdong 101, Building 1, YKK Industrial Park, Shutianpu Community Underwear Industry Cluster Base, Matian Street, Guangming District, Shenzhen, Guangdong	GuangDong	1578	833	745	Y	N	0.1%	Zipper, Snap & Button, Plastic Hardware and Accessories	100.0%	UGG/HOKA/TEVA/ Koolaburra
160	Textile	China	Mandy	Versus/Mandy	Versus shoes material *(Dongguan)*Co., Ltd.	4F Jinhui factory, Quanmianling industrial park, Dongcheng district, Dongguan city, Guangdong province, China	GuangDong	11	7	4	N	N	9.0%	Fabric/PU	100.0%	UGG/HOKA/TEVA/Sanuk/ Koolaburra
161	Textile	China	Sheng Yang	ShengHuang	Sheng Yang Materials Technology Co., Ltd	No.1, Tingshan square road, Houjie Town, Dongguan City, Guangdong Province	GuangDong	292	130	162	Y	N	3.0%	Flat knit/mesh/ Limination/insole	100.0%	UGG/HOKA/TEVA/Sanuk
162	Bottom	China	FuXiang	FuXiang	Zhongshan Fuxiang shoe material Co., Ltd	4th floor, building a, Dafeng Industrial Park, Wenchang West Road, Sanxiang Town, Zhongshan City, Guangdong Province, China	GuangDong	80	35	45	N	N	0.0%	EVA, PU, TPE	80.0%	UGG/HOKA/TEVA/Sanuk
163	Bottom	China	Rogers	Rogers	Rogers Corporation	No.18 West Shenhu Road, Suzhou Industrial Park, Suzhou, JiangSu, China 215122	JiangSu	714	244	470	Y	N	0.0%	Polyurethane foam	100.0%	UGG/TEVA
164	Textile	Vietnam	LiTian	LiTian	Litian Vietnam Textile Co Ltd	Lot No.3, Road No.3, Tan Duc Industrial Zone, Duc Hoa Ha Commune, Duc Hoa District, Long An Province, Vietnam	HoChiMinh	126	40	86	N	N	1.0%	Flat Knit	90.0%	HOKA
165	Textile	China	LiTian	LiTian	Zhongshan Litian Textile Technology Co., Ltd	Longtouzai, North Road Baoyuan, Wushi Village, Sanxiang Town, Zhongshan City, Gd Province, China	GuangDong	69	20	49	N	N	0.0%	Flat Knit	100.0%	HOKA

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SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

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166	Textile	Vietnam	LiTian	LiTian	Litian Vietnam Webbing Co., Ltd	Lot No.3, Road No.3, Tan Duc Industrial Zone, Duc Hoa Ha Commune, Duc Hoa District, Long An Province, Vietnam	HoChiMinh	135	63	72	N	N	1.0%	Webbing, shoe lace	92.0%	HOKA
167	Textile	China	LiTian	HongYe	Sanxiang Hongye Ribbon Co., Ltd	No 14, Xingtang Road Two, Baishi Village, Sanxiang Town, Zhongshan City, Guangdong Province	GuangDong	86	40	46	N	N	0.0%	Webbing, shoe lace	100.0%	UGG/Hoka
168	Chemical	China	Henkel	Henkel	Henkel *(China)* Investment co., Ltd	Shanghai China	Shanghai	760	215	545	Y	Y	3.0%	Adhesive	88.0%	UGG/HOKA/TEVA
169	Chemical	Vietnam	Henkel	Henkel	Henkel Adhesives Technologies Vietnam Co. Ltd	Bien Hoa Province Vietnam	Bien Hoa	170	30	140	Y	Y	9.0%	Water Base / Solvent based Products	5.0%	UGG/HOKA/TEVA
170	Components	China	Freudenberg	FFS	Freudenberg Far Eastern Spunweb Co. Ltd.	38 Lun Din Shi Hai Village DaYuan TaoYuan 33751 TaiWan	TaiWan	165	30	135	Y	Y	0.0%	Insole cloth, sole, eyelet reinforcement, hot melt adhesive, etc.	100.0%	UGG/HOKA/TEVA
171	Bottom	China	All Mats	All Mats	Taicang All Mats Plastic Industry Co., Ltd	NO. 2 Dongyuan RD., Zanan Industrial Zone, Liuhe Town, Taicang City	JiangSu	145	70	75	Y	Y	3.0%	PVF & BTF	100.0%	Sanuk
172	Bottom	China	Great Lotus	GL-China	Great Lotus Manufacturing Co., Ltd	Weij jian 3rd Road, Area E, Cha Shan Industiral Distirct, Cha Shan, Dongguan City, GuangDong, China 523380	GuangDong	189	106	83	N	N	0.0%	Foam	100.0%	UGG/HOKA/TEVA
173	Bottom	Vietnam	Great Lotus	GL-VN	Great Lotus Manufacturing Vietnam Co., Ltd	No.3 Street 26, Vietnam-Singapore Industiral Park II-A Vinh Tan Commune, Tan Uyen Town, Binh Duong Province, Vietnam	Binh Duong	84	48	36	Y	N	6.0%	Foam	100.0%	UGG/HOKA/TEVA
174	Bottom	Vietnam	Young Yih	Young Yih	VINH TY COMPANY LIMITED	Lot B5-B6-B7-B8, Binh Minh Industrial Zone, My Hung 2 Hamlet, My Hoa Village Binh Minh Town, Vinh Long Province, Vietnam	Vinh Long	350	160	190	Y	N	10.0%	EVA	91.4%	HOKA

APPENDICES

SUPPLY CHAIN PARTNER DISCLOSURES (CONTINUED)

T2 SUPPLIERS (DECKERS SUPPLY CHAIN PARTNERS – ALL SUPPLIERS – MARCH 2021 UPDATE) – (CONTINUED)

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175	Bottom	China	YuZhan	YuZhan	DongGuan YuZhan Rubber & Plastic Technology Co., Ltd	No. 11-12, Lunpinyong Industrial Road, Santun District, Houjie Town, Dongguan City, GuangDong Province, China	GuangDong	140	67	73	N	N	0.0%	Injection EVA Midsole / Outsole	100.0%	UGG/ Sanuk
176	Bottom	Vietnam	YuZhan	HongBao	Hongbao Rubber And Plastic Co., Ltd	Lot 42-4-2, N16 Street, Phu-Oc Dong Industrial Park, Go Dau District, Tay Ninh Province, Vietnam	TayNinh Province	134	71	63	Y	Y	0.04%	Injection EVA Midsole / Outsole	100.0%	UGG/HOKA/TEVA
177	Tannery	China	Hispano	Modapelle	Huizhou Modapelle Leather Processing Co., Ltd.	Shatou Industrial Zone, Shang-sha Road, Yuanzhou Town, BOLUO County, Huizhou City	GuangDong	106	53	53	Y	Y	3.77%	Leather	100.0%	/
178	Bottom	China	Quanjie	QuanJie	Guangzhou Quanjie Shoes & Materials Co., Ltd	Peizhen Road, Chini Town, Huadu District Guang Dong Province, China	GuangDong	66	17	49	Y	Y	0.0%	IM EVA *(PULIKE EVA, RPOE, EVA SHEET, DIE CUT EVA, BIO EVA)* Cold-Mold/Hot-Mold Foot bed	100.0%	UGG/TEVA /Sanuk
179	Bottom	China	HuaTong	CHN	Dong Guan Qing Xi Huatong Shoes Material Co.ltd	No.820 xiang mang xi Road, Qing Xi	Qing Xi	175	65	110	Y	Y	0.0%	RB/EVA	100.0%	TEVA
180	Bottom	Vietnam	HuaTong	VN	Cheng-V Co., Ltd	Do Son Industrial Park, Duong Kinh Dist, Hai Phong, Vietnam	Hai Phong	305	102	203	Y	Y	0.0%	RB/EVA	100.0%	TEVA

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

MATERIALS

MAXIMIZE THE AMOUNT OF PREFERRED MATERIALS IN OUR PRODUCTS

UGG MATERIALS DEEP DIVE

UGG has continued to challenge itself to move toward increased use of preferred material selections and to ensure accountability, UGG has identified robust targets. Some significant materials related achievements to note:

- 100% of sheepskin is sourced from Leather Working Group (LWG) certified tanneries in all of UGG's products
- 100% of down used in UGG products is Responsible Down Standard (RDS) certified
- Over 98% of wool used in UGG footwear is repurposed wool
- Over 89% of the cotton fibers used in UGG apparel, accessories and home goods are sourced from a sustainable cotton growing scheme or are made of recycled cotton fibers
- 45.86% of all footwear materials are preferred
- 44.75% of all apparel, accessories, and home goods materials are preferred
- Approximately 48.99% of all UGGpure was converted to UGGplush which lowered UGGpure/UGGplush carbon impact by 32.01% per lbs of material sourced

This section will provide greater visibility into UGG (a) substrate breakdown, (b) fiber/non-fiber breakdown, and (c) preferred materials usage.

UGG MOST USED MATERIALS

UGG FOOTWEAR TOP MATERIALS

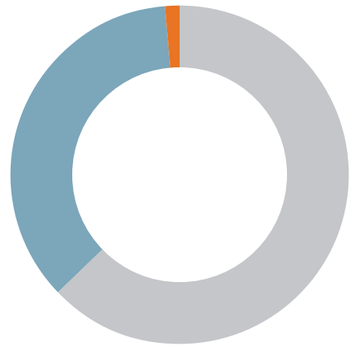
RANK	MATERIAL TYPE	USAGE
1	LWG Leather and Suede	16.19%
2	LWG Sheepskin	15.62%
3	EVA	12.48%
4	POE Polyolefin	8.94%
5	Repurposed Wool	8.01%
6	Polyester and/or PET	7.99%
7	Polyurethane	5.61%
8	Aluminum Silicate	2.83%
9	Conventional Cotton	2.57%
10	Recycled Polyester and/or RPET	1.75%

UGG APPAREL, ACCESSORIES AND HOME GOODS TOP MATERIALS

RANK	MATERIAL TYPE	USAGE
1	Polyester and/or PET	41.19%
2	Responsible Cotton and/or Recycled Cotton	30.92%
3	LWG Sheepskin	5.72%
4	Modal	4.61%
5	Conventional Cotton	3.82%
6	Nylon	2.23%
7	Recycled Polyester and/or RPET	2.02%
8	Spandex Elastane	2.01%
9	Viscose	1.45%
10	LWG Leather and Suede	1.03%

HIGH LEVEL SUBSTRATE BREAKDOWN

FY21 UGG FOOTWEAR SUBSTRATE BREAKDOWN



- **62.86%** SYNTHETIC
- **35.94%** NATURAL
- **1.21%** MAN-MADE

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS SUBSTRATE BREAKDOWN

- **50.47%** SYNTHETIC
- **42.5%** NATURAL
- **7.03%** MAN-MADE

**Natural: A natural material is any product or physical matter that comes from plants, animals, or the ground (including minerals and metals). Synthetic: petroleum-based materials. Man-made: Comes from a natural source then altered by human beings.*

DETAILED SUBSTRATE BREAKDOWN

FY21 UGG FOOTWEAR SUBSTRATE TYPE BREAKDOWN	USAGE
Synthetic Polymer *(fibers and non-fibers)*	47.27%
Animal Hide	31.87%
Plant and Animal Fiber	11.89%
Additive	5.16%
Man-made Fiber	2.01%
Thermoplastic Elastomers	0.66%
Metal	0.60%
Paper	0.22%
Wood	0.15%
Natural Elastomer	0.14%
Mineral	0.01%

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS SUBSTRATE TYPE BREAKDOWN	USAGE
Synthetic Polymer *(fibers and non-fibers)*	49.45%
Plant and Animal Fiber	35.39%
Man-made Fiber	7.33%
Animal Hide	6.91%
Thermoplastic Elastomers	0.43%
Metal	0.42%
Additive	0.06%
Mineral	0.01%
Wood	0.15%
Natural Elastomer	0.14%
Mineral	0.01%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

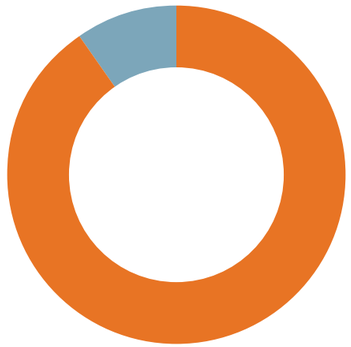
UGG MATERIALS DEEP DIVE (CONTINUED)

UGG FY21 FIBER AND NON-FIBER USAGE UPDATE

FY21 UGG FOOTWEAR FIBER / NON-FIBER BREAKDOWN

● **24.87%** FIBER ● **75.13%** NON-FIBER

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS FIBER / NON-FIBER BREAKDOWN



● **90.46%** FIBER ● **9.54%** NON-FIBER

**As a reminder, non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).*

UGG FIBER SUBSTRATE BREAKDOWN

FY21 UGG FOOTWEAR FIBER SUBSTRATE BREAKDOWN	USAGE
Repurposed Wool	32.21%
Polyester and/or PET	28.90%
Conventional Cotton	10.33%
Recycled Polyester and/or RPET	6.58%
TENCEL Lyocell	4.09%
Viscose	3.92%
Nylon	3.22%
Hemp	3.01%
Other	2.57%
Polyurethane	2.02%
Responsible Cotton and/or Recycled Cotton	1.79%
Acrylic	0.75%

FY21 UGG APPAREL, ACCESSORIES AND HOME GOODS FIBER SUBSTRATE BREAKDOWN	USAGE
Polyester and/or PET	45.04%
Responsible Cotton and/or Recycled Cotton	34.18%
Modal	5.10%
Conventional Cotton	4.22%
Nylon	2.46%
Recycled Polyester and/or RPET	2.24%
Spandex Elastane	2.23%
Viscose	1.61%
Other Fibers	1.53%
Rayon	0.85%
TENCEL Modal	0.54%

UGG NON-FIBER SUBSTRATE BREAKDOWN

FY21 UGG FOOTWEAR NON-FIBER SUBSTRATE BREAKDOWN	USAGE
LWG Leather and Suede	21.55%
LWG Sheepskin	20.80%
EVA	16.62%
POE Polyolefin	11.90%
Other	9.70%
Polyurethane	6.80%
Aluminum Silicate	3.77%
Butadiene Rubber	1.97%
BIIR Synthetic Rubber	1.89%
TPU Thermoplastic Polyurethane	1.35%
Azodicarbonamide-Blowing Agent	1.31%
Talc Powder	1.22%
Hydrogenated Nitrile Butadiene Rubber	1.14%

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS NON-FIBER SUBSTRATE BREAKDOWN	USAGE
LWG Sheepskin	59.98%
LWG Leather and Suede	10.74%
TPU Thermoplastic Polyurethane	9.67%
Polyester and/or PET	4.69%
Other Non-Fibers	3.55%
Generic Polyamide	3.12%
Polyurethane	2.74%
Uncertified Cow Leather and Suede	1.71%
Zinc Alloy	1.70%
Copper	1.06%
Brass	1.05%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG PREFERRED MATERIALS BREAKDOWN

FY21 UGG FOOTWEAR
PREFERRED MATERIAL BREAKDOWN

- **54.14%** NON-PREFERRED
- **45.86%** PREFERRED

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS
PREFERRED MATERIAL BREAKDOWN

- **55.25%** NON-PREFERRED
- **44.75%** PREFERRED

UGG PREFERRED FIBER GROWTH

FY21 UGG FOOTWEAR
PREFERRED FIBER BREAKDOWN

- **51.16%** NON-PREFERRED
- **48.84%** PREFERRED

FY21 UGG BRANDS APPAREL, ACCESSORIES,
AND HOME GOODS PREFERRED FIBER BREAKDOWN

- **58.03%** NON-PREFERRED
- **41.97%** PREFERRED

UGG FOOTWEAR PREFERRED FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	72.25%	27.75%
FY20	61.93%	38.07%
FY21	51.16%	48.84%

UGG APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	95.17%	4.83%
FY20	93.20%	6.80%
FY21	58.03%	41.97%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG PREFERRED NON-FIBER BREAKDOWN

FY21 UGG FOOTWEAR PREFERRED NON-FIBER BREAKDOWN

- **55.13%** NON-PREFERRED
- **44.87%** PREFERRED

UGG FOOTWEAR PREFERRED NON-FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	53.19%	46.81%
FY20	53.08%	46.92%
FY21	55.13%	44.87%

FY21 UGG BRANDS APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED NON-FIBER BREAKDOWN

- **28.95%** NON-PREFERRED
- **71.05%** PREFERRED

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG FOOTWEAR LEATHER AND SHEEPSKIN

LEATHER WORKING GROUP (LWG)
LEATHER VS. STANDARD TANNING*

In FY21, UGG Footwear used approximately 33.5 million sq ft of leather and suede of LWG certified leather. When comparing the impact of conventionally tanned leather and suede usage to the same usage of LWG Leather, UGG saved over 54.3 million lbs of CO2 eq. emissions, 16.2 billion liters of water and 325 million MJ of energy.

**Note the above includes all leather and sheepskin used in all our products from all material categories.*

FY21 UGG FOOTWEAR LWG LEATHER GROWTH	NON-PREFERRED	PREFERRED
FY19	0.68%	99.32%
FY20	0.25%	99.75%
FY21	0.13%	99.87%

**Note, we expect all our leather and suede to be 100% LWG certified by FY22.*

54,359,391
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

16,217,922,704
WATER SAVED (LITERS OF WATER)

325,126,343
ENERGY SAVED (MJ)

UGG APPAREL, ACCESSORIES, AND HOME GOODS LEATHER AND SHEEPSKIN

LEATHER WORKING GROUP (LWG)
LEATHER AND SHEEPSKIN VS. STANDARD TANNING*

In FY21, UGG Apparel, Accessories and Home Goods used approximately 2.3 million sq.ft. of LWG certified leather, suede and sheepskin. When comparing the impact of conventionally tanned and dyed sheepskin and leather usage to the same usage of LWG Sheepskin and Leather, UGG saved over 2.0 million lbs of CO2 eq. emissions, 1.33 billion liters of water and 12.2 million MJ of energy.

UGG APPAREL, ACCESSORIES, AND HOME GOODS LWG LEATHER GROWTH

FY21 UGG APPAREL, ACCESSORIES AND HOME GOODS LWG LEATHER GROWTH	NON-PREFERRED	PREFERRED
FY21	13.73%	86.27%

**Note, we expect all our leather and suede to be 100% LWG certified by FY24.*

2,049,286
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

1,334,277,885
WATER SAVED (LITERS OF WATER)

12,229,298
ENERGY SAVED (MJ)

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG FOOTWEAR LWG SHEEPSKIN GROWTH

FY21 UGG FOOTWEAR LWG SHEEPSKIN GROWTH	NON-PREFERRED	PREFERRED
FY19	0%	100%
FY20	0%	100%
FY21	0%	100%

**Note, we have maintained 100% LWG Sheepskin from FY20 to FY21*

UGG-SPECIFIC PREFERRED SHEEPSKIN BENEFITS

LWG SHEEPSKIN TANNING VS. STANDARD SHEEPSKIN TANNING*

In FY21, UGG Footwear used approximately 35.3 million sq ft of LWG certified sheepskin. When comparing the impact of conventionally tanned and dyed sheepskin usage to the same usage of LWG Sheepskin, UGG saved over 22.7 million lbs of CO2 eq. emissions, 18 billion liters of water and 136 million MJ of energy.

**Note, the above includes all leather and sheepskin used in all our products from all material categories*

22,799,969
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

18,021,679,114
WATER SAVED (LITERS OF WATER)

136,009,569
ENERGY SAVED (MJ)

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG COUNTRY OF ORIGIN TRACEABILITY

The hides used in our products are a byproduct of the meat industry and, as such, all of our dealings are with the processing facility and not the farming operations. Although this presents certain challenges, we are committed to doing being diligent and tracing the hides we use back to the country of origin. In FY21, the majority of our sheepskin hides came from the Australia, United Kingdom, and United States, while the majority of our leather and suede hides come from the United States and Argentina.

SHEEPSKIN HIDES COUNTRY OF ORIGIN

	USAGE
Australia	72.97%
United Kingdom	19.08%
United States	3.79%
Ireland	2.28%
New Zealand	1.80%
Spain	0.07%

**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report. Additionally the above only depicts leather and sheepskin hides in our footwear. We hope to include the country of origin of our in-house apparel, accessories and home goods in the near future.*

LEATHER AND SUEDE HIDES COUNTRY OF ORIGIN

	USAGE		USAGE
United States	61.32%	Brazil	0.40%
Argentina	28.74%	Vietnam	0.71%
United Kingdom	2.80%	Indonesia	0.57%
India	1.93%	Ethiopia	0.42%
South Africa	1.36%	France	0.25%
Brazil	0.85%	Spain	0.24%
Nigeria	0.72%	Japan	0.09%
South Africa	0.65%	Russian Federation	0.01%

**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report. Additionally the above only depicts leather and sheepskin hides in our footwear. We hope to include the country of origin of our in-house apparel, accessories and home goods in the near future.*

FY21 UGG FOOTWEAR SHEEPSKIN AND LEATHER HIDES COUNTRY OF ORIGIN

	USAGE		USAGE
Australia	38.02%	Brazil	0.40%
United States	31.35%	Nigeria	0.35%
Argentina	13.77%	Vietnam	0.34%
United Kingdom	11.28%	Indonesia	0.27%
Ireland	1.19%	Ethiopia	0.20%
New Zealand	0.94%	Spain	0.15%
India	0.92%	France	0.12%
South Africa	0.65%	Japan	0.04%

**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report. Additionally the above only depicts leather and sheepskin hides in our footwear. We hope to include the country of origin of our in-house apparel, accessories and home goods in the near future.*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG-SPECIFIC PREFERRED WOOL BENEFITS

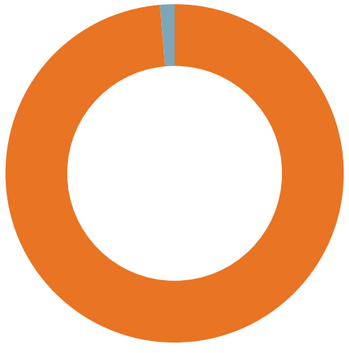
UGG WOOL EFFORTS
(FOOTWEAR)

In FY21, 98.73% of wool used in UGG footwear products was repurposed, and 1.27% was virgin with a commitment to either eliminate virgin wool usage in UGG footwear entirely, or ensure it is Responsible Wool Standard certified by FY22.

UGG WOOL EFFORTS
(APPAREL, ACCESSORIES AND HOME GOODS)

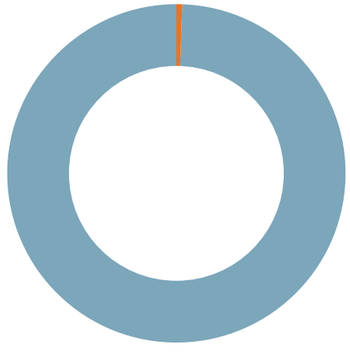
In FY21, 0.83% of wool used in UGG apparel, accessories and home goods was repurposed, and 99.17% was virgin with a commitment to either eliminate virgin wool usage in UGG apparel, accessories, and home goods entirely or ensure it is Responsible Wool Standard certified by 2025.

FY21 UGG FOOTWEAR WOOL FIBER BREAKDOWN



- **98.73%** REPURPOSED WOOL
- **1.27%** VIRGIN WOOL

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS WOOL FIBER BREAKDOWN



- **0.83%** REPURPOSED WOOL
- **99.17%** VIRGIN WOOL

FY21 UGG FOOTWEAR PREFERRED WOOL GROWTH	NON-PREFERRED	PREFERRED
FY19	21.13%	78.87%
FY20	1.03%	98.97%
FY21	1.27%	98.73%

FY21 UGG APPAREL, ACCESSORIES AND HOME GOODS PREFERRED WOOL	NON-PREFERRED	PREFERRED
FY19	94.18%	5.82%
FY20	88.39%	11.61%
FY21	99.17%	0.83%

UGG-SPECIFIC BENEFITS OF RESPONSIBLE WOOL

RAW VIRGIN MARKET WOOL FIBER VS. RAW REPURPOSED WOOL FIBER:

In FY21, UGG Footwear used 3,669,134 lbs of repurposed wool. When comparing the impact of conventional virgin wool fiber usage to the same usage of repurposed wool, we saved over 130.7 million lbs of CO2 eq. emissions, 44.3 billion liters of water and 82.9 million MJ of energy.

130,703,759
GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)

44,396,569,185
WATER SAVED (LITERS OF WATER)

82,999,655
ENERGY SAVED (MJ)

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG-SPECIFIC PREFERRED POLYESTER EFFORTS

RECYCLED POLYESTER (RPET)

rPET is comprised predominantly of plastic water bottles and other recycled PET packaging waste. UGG created its UGGplush technology, which refers to UGGpure® wool (wool harvested off our twinface sheepskin) and plant based TENCEL™ Lyocell woven into a rPET backing. In FY21, UGG used 1.29 million lbs of rPET across all of its products, which is the equivalent of 34.7 million PET water bottles into all products. Additionally, UGG has utilized over 163,000 lbs of post-industrial polyester fabric scrap across all products it produced in FY21. To date, UGG has repurposed over 58 million PET water bottles and over 258,000 lbs of post-industrial polyester fiber and textile scrap.

UGG-SPECIFIC PREFERRED POLYESTER BENEFITS

RAW VIRGIN POLYESTER FIBER VS. RAW RECYCLED POLYESTER FIBER

In FY21, UGG footwear used 1,289,685 lbs of rPET fibers & films (post-consumer) and recycled polyester (post-industrial). When comparing the impact of conventional polyester fibers and PET films usage to the same usage of rPET fibers & films (post-consumer) and recycled polyester (post-industrial), UGG saved over 4.0 million lbs of CO_2 eq. emissions, 1.45 billion liters of water and 41.60 million MJ of energy.

In FY21, UGG apparel, accessories and home goods used 168,241 lbs of rPET fibers and films. When comparing the impact of conventional polyester fibers and PET films usage to the same usage of rPET fibers and films, UGG saved over 622,852.0 lbs of CO_2 eq. emissions, 249.8 million liters of water and 5.76 million MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO_2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
FOOTWEAR	4,091,771	1,455,115,921	41,617,202
APPAREL, ACCESSORIES AND HOME GOODS	622,852	249,871,404	5,762,520
TOTAL RECYCLED POLYESTER SAVINGS	4,714,623	1,704,987,325	47,379,722

**Note, the above depicts the combined savings from our product and packaging materials. Only materials that are pre and post-consumer polyester and PET substrates are included.*

UGG PET WATER BOTTLES DIVERTED FROM LANDFILL OVER TIME

	FOOTWEAR AND FOOTWEAR PACKAGING PET BOTTLES REPURPOSED	APPAREL, ACCESSORIES, AND HOME GOODS & PACKAGING PET BOTTLES REPURPOSED	TOTAL BOTTLES PURPOSED
FY19 PET BOTTLES DIVERTED	9,015,396	32,566	9,047,962
FY20 PET BOTTLES DIVERTED	14,193,980	74,578	14,268,559
FY21 PET BOTTLES DIVERTED	30,242,198	4,517,103	34,759,301
TOTAL PET BOTTLES DIVERTED TO DATE	**53,451,575**	**4,624,247**	**58,075,822**

UGG LBS OF POST INDUSTRIAL POLYESTER FABRIC SCRAP USED OVER TIME

	FOOTWEAR AND FOOTWEAR PACKAGING LBS OF POST INDUSTRIAL POLYESTER SCRAP	APPAREL, ACCESSORIES, AND HOME GOODS & PACKAGING LBS OF POST INDUSTRIAL POLYESTER SCRAP	TOTAL LBS OF POST INDUSTRIAL POLYESTER SCRAP
FY19 POLYESTER FABRIC SCRAP	45,033	197	45,230
FY20 POLYESTER FABRIC SCRAP	46,915	3,316	50,231
FY21 POLYESTER FABRIC SCRAP	163,412	17	163,429
TOTAL POLYESTER FABRIC SCRAP TO DATE	**255,360**	**3,529**	**258,889**

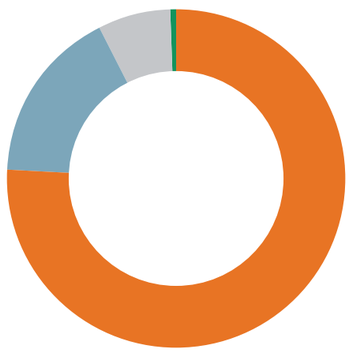
APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG CO-POLYESTER FIBERS AND FILMS BREAKDOWN

FY21 UGG FOOTWEAR CO-POLYESTER BREAKDOWN (FIBERS AND FILMS)

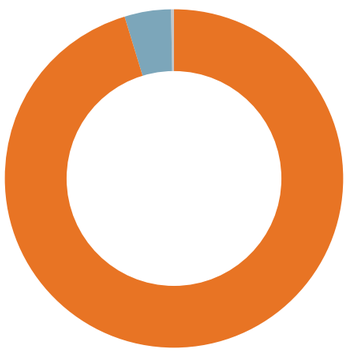


- **75.92%** POLYESTER AND/OR PET
- **16.66%** RECYCLED POLYESTER AND/OR RPET
- **7.03%** RECYCLED POLYCARBONATE
- **0.39%** TERYLENE

FY21 UGG FOOTWEAR PREFERRED CO-POLYESTER GROWTH	NON-PREFERRED	PREFERRED
FY19	88.22%	11.78%
FY20	84.78%	15.22%
FY21	76.31%	23.69%

**Note, our goal is to have 50% of our co-polyester used in our footwear to be preferred by 2027.*

FY21 UGG APPAREL AND ACCESSORIES CO-POLYESTER BREAKDOWN (FIBERS AND FILMS)



- **95.31%** POLYESTER AND/OR PET
- **4.68%** RECYCLED POLYESTER AND/OR RPET
- **0.01%** POLYCARBONATE

**Note, the co-polyester family includes polyester, recycled polyester, rPET, PET, polycarbonate, recycled polycarbonate and terylene*

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED CO-POLYESTER GROWTH	NON-PREFERRED	PREFERRED
FY19	99.66%	0.34%
FY20	99.32%	0.68%
FY21	95.32%	4.68%

**Note, our goal is to have 40% of our co-polyester used in our apparel, accessories and home goods to be preferred by 2027.*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG-SPECIFIC PREFERRED PLANT AND PLANT-BASED FIBERS EFFORTS

We are proud to use a variety of plant and plant-based fibers in our products. This includes TENCEL™ Lyocell, TENCEL™ Modal, Hemp, Jute, Linen, Ramie, Responsible Cotton, Recycled Cotton, Cork, Straw and Rice Husk. The chart below details some of the key plant and plant-based fibers we currently utilize in our products.

FY21 UGG FOOTWEAR PLANT AND PLANT-BASED FIBER BREAKDOWN	USAGE
Conventional Cotton	44.39%
TENCEL Lyocell	17.58%
Viscose	16.87%
Hemp	12.92%
Responsible Cotton and/or Recycled Cotton	7.71%
Rayon	0.22%
Jute	0.18%
Cellulose Acetate	0.11%
Cork	0.01%

FY21 UGG FOOTWEAR PREFERRED PLANT AND PLANT-BASED FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	96.82%	3.18%
FY20	83.29%	16.71%
FY21	68.07%	31.93%

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS PLANT AND PLANT-BASED FIBER BREAKDOWN	USAGE
Responsible Cotton and/or Recycled Cotton	74.03%
Modal	10.70%
Conventional Cotton	8.88%
Viscose	3.38%
Rayon	1.79%
TENCEL Modal	1.13%
TENCEL Lyocell	0.05%
Straw Fiber	0.02%
Cork	0.01%

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED PLANT AND PLANT BASED FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	92.27%	7.73%
FY20	88.72%	11.28%
FY21	15.53%	84.47%

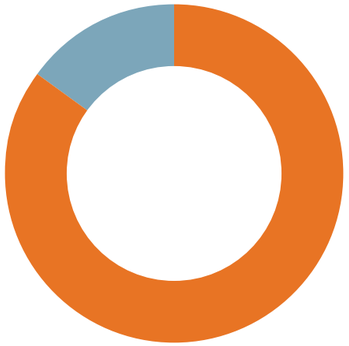
APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG-SPECIFIC PREFERRED COTTON EFFORTS

FY21 UGG FOOTWEAR COTTON FIBER BREAKDOWN



- **85.2%** CONVENTIONAL COTTON
- **14.8%** RESPONSIBLE COTTON AND/OR RECYCLED COTTON

FY21 UGG FOOTWEAR PREFERRED COTTON FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	100.00%	0.00%
FY20	100.00%	0.00%
FY21	85.20%	14.80%

**Note, in FY21, we saw a large uptick in responsible cotton sourced, and we are expecting another large increase in FY22. We are committed to having 100% responsibly sourced cotton by 2025.*

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS COTTON FIBER BREAKDOWN

- **10.99%** CONVENTIONAL COTTON
- **89.01%** RESPONSIBLE COTTON AND/OR RECYCLED COTTON

**Note, the co-polyester family includes polyester, recycled polyester, rPET, PET, polycarbonate, recycled polycarbonate and terylene*

UGG APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED COTTON GROWTH	NON-PREFERRED	PREFERRED
FY19	99.83%	0.17%
FY20	100.00%	0.00%
FY21	10.99%	89.01%

**Note, in FY21, we saw a large uptick in responsible cotton sourced. We are committed to having 100% responsibly sourced cotton by 2025.*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

UGG-SPECIFIC BENEFITS OF PREFERRED COTTON

RAW CONVENTIONAL COTTON VS. RESPONSIBLE COTTON FIBERS (INCLUDING RECYCLED COTTON FIBERS)

In FY21, UGG Footwear used 204,409 lbs of responsible cotton fibers. When comparing the impact of conventional cotton raw fiber usage to the same usage of responsible cotton fibers, UGG saved over 342,502 lbs of CO2 eq. emissions, 1.93 billion liters of water and 1.2 million MJ of energy.

In FY21, UGG Apparel, Accessories and Home Goods used 2,445,282 lbs of responsible cotton fibers. When comparing the impact of conventional cotton raw fiber usage, to the same usage of responsible cotton fibers, we saved over 4.2 million lbs of CO2 eq. emissions, 26.5 billion liters of water and 17.2 million MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
FOOTWEAR	342,502	1,936,305,887	1,297,671
APPAREL, ACCESSORIES AND HOME GOODS	4,229,433	26,566,403,363	17,259,596
TOTAL RESPONSIBLE COTTON SAVINGS	4,571,935	28,502,709,250	18,557,267

**Note, the above depicts the combined savings from our product and packaging materials. Only materials that are pre and post-consumer polyester and PET substrates are included.*

UGG TENCEL™ LYOCELL BENEFITS

Lyocell is a regenerated cellulosic fiber of botanic origin which helps to maintain environmental balance. TENCEL™ Lyocell is produced from sustainability sourced wood using environmentally responsible processes. 99% of the solvent-spinning process recycles water and reuses the solvent at a recovery rate of more than 99%. In FY20, we introduced UGGplush™ which is UGGpure wool combined with a percentage of TENCEL™ Lyocell woven into a recycled polyester backing. In FY21, 48.99% of our UGGpure technology was converted to UGGplush. This lowered our overall carbon impact by 32.04% per lbs of UGGpure/UGGplush Technology as a whole. Lyocell allows our brands to move away from sourcing virgin wool and synthetic virgin petrolum-based faux fur. We anticipate converting all UGGpure technology to UGGplush whenever possible given the sustainability benefits of UGGpure.

TENCEL™ LYOCELL FIBER VS. CONVENTIONAL VISCOSE FIBER

In FY21, UGG Footwear used 466,186 lbs of TENCEL™ Lyocell. When comparing the impact of conventional viscose fiber usage to the same usage of TENCEL™ Lyocell, UGG saved over 923,469 lbs of CO2 eq. emissions, 664 million liters of water and 4.37 million MJ of energy

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
TOTAL TENCEL™ LYOCELL SAVINGS	923,469	664,807,234	4,376,634

UGG TENCEL™ MODAL BENEFITS

TENCEL™ Modal fibers are extracted from naturally grown beech wood by an environmentally responsible integrated pulp-to-fiber process, which is self-sufficient in energy and recovers co-products from component parts of the wood. This fiber is known to be incredibly soft, comfortable and breathable.

TENCEL™ MODAL FIBER VS. CONVENTIONAL VISCOSE FIBER

In FY21, UGG apparel, accessories and home goods used 364,778 lbs of TENCEL™ Modal fiber. When comparing the impact of conventional viscose fiber usage to the same usage of TENCEL™ Modal fiber, UGG saved over 729,871 lbs of CO2 eq. emissions, 550.3 million liters of water and 2.76 million MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
TOTAL TENCEL™ MODAL SAVINGS	729,871	550,308,517	2,762,761

UGG HEMP BENEFITS

HEMP FIBER VS. CONVENTIONAL COTTON FIBER

In FY21, UGG Footwear used 342,464 lbs of hemp. When comparing the impact of conventional cotton raw fiber usage to the same usage of hemp, UGG sequestered over 2.0 million lbs of CO2 eq. emissions, 9.4 billion liters of water and 7.18 million MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
TOTAL HEMP SAVINGS	2,044,936	9,402,096,795	7,181,701

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

UGG MATERIALS DEEP DIVE (CONTINUED)

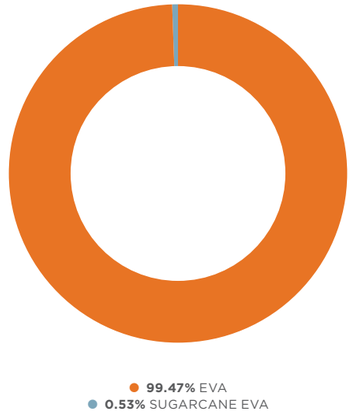
UGG-SPECIFIC PREFERRED EVA EFFORTS

UGG is beginning to experiment with utilizing SugarCane EVA and recycled EVA materials in their products.

SugarCane EVA is a preferred material because it is made using swift-growing, rainwater-fed, renewable sugarcane. Bio-based Ethanol, is extracted from the sugarcane, converted into Ethylene, which makes up part of the EVA polymer compound. Using sugarcane as a source for the Ethylene, provides a more sustainable alternative to petroleum based, non-renewable materials often used in conventional footwear. Additionally, sugarcane captures CO2 from the atmosphere and sequesters carbon. For every pound of Ethanol (ethylene) derived from sugarcane, 1.6 lbs of CO2 is sequestered. We also intend to evaluate ways to incorporate more recycled EVA into our products.

UGG intends to evaluate ways to incorporate recycled EVA into its products. In FY22, UGG will explore opportunities to utilize waste from its own operations in its footwear.

FY21 UGG FOOTWEAR PREFERRED EVA BREAKDOWN



FY21 UGG FOOTWEAR PREFERRED EVA GROWTH	NON-PREFERRED	PREFERRED
FY19	100.00%	0.00%
FY20	100.00%	0.00%
FY21	99.47%	0.53%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

MATERIALS

MAXIMIZE THE AMOUNT OF PREFERRED MATERIALS IN OUR PRODUCTS

HOKA MATERIALS

HOKA has begun utilizing more preferred materials and has identified robust targets to hold themselves accountable. Responsible/recycled cotton, recycled nylon fibers, TENCEL™ Lyocell, renewable soy bean polyol, and recycled synthetic rubber are just some of the preferred materials HOKA features in its products. Some significant materials related achievements to note:

- 100% of hides are sourced from Leather Working Group (LWG) certified tanneries
- 100% of the cotton fibers used in HOKA apparel and accessories were sourced from a sustainable cotton growing scheme or are made of recycled cotton fibers
- 37.22% of all co-polyester fibers and films used in HOKA apparel and accessories comes from post-consumer, post-industrial or come from renewable resources
- 11.56% of all co-polyester fibers and films used in HOKA footwear comes from post- consumer, post-industrial or come from renewable resources
- 46.98% of HOKA apparel and accessories are made with preferred materials
- 6.11% of HOKA footwear is made with preferred materials
- To date HOKA has repurposed over 21.8 million PET water bottles and over 457,000 lbs of post-industrial polyester fiber and textile scrap

This section will provide greater visibility into HOKA (a) substrate breakdown, (b) fiber/non-fiber breakdown, and (c) preferred materials usage.

HOKA MOST USED MATERIALS

HOKA FOOTWEAR TOP MATERIALS

RANK	MATERIAL TYPE	USAGE
1	Polyester and/or PET	24.70%
2	POE Polyolefin	21.00%
3	EVA	14.77%
4	Polyurethane	8.00%
5	Aluminum Silicate	4.34%
6	TPU Thermoplastic Polyurethane	3.85%
7	Nylon	3.45%
8	Recycled Polyester and/or RPET	2.98%
9	BIIR Synthetic Rubber	2.82%
10	Nitrile Butadiene Rubber	2.36%

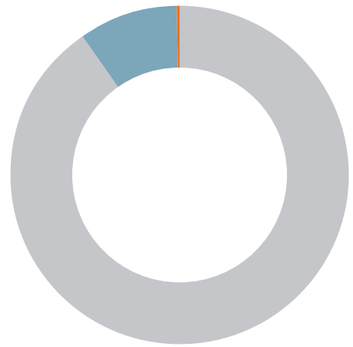
HOKA APPAREL AND ACCESSORIES TOP MATERIALS

RANK	MATERIAL TYPE	USAGE
1	Polyester and/or PET	32.94%
2	Responsible Cotton and/or Recycled Cotton	22.00%
3	Recycled Polyester and/or RPET	19.53%
4	Nylon	8.19%
5	Spandex Elastane	5.29%
6	Recycled Polyamide	4.22%
7	Virgin Wool *(Uncertified)*	2.62%
8	Zinc Alloy	1.60%
9	Acrylic	1.55%
10	Brass	0.79%

HOKA MATERIALS DEEP DIVE

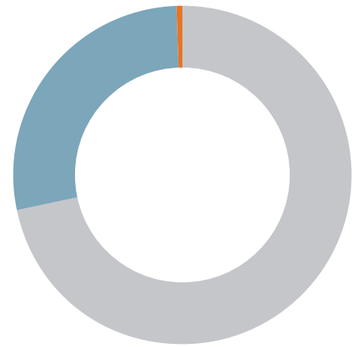
HIGH LEVEL SUBSTRATE BREAKDOWN

FY21 HOKA FOOTWEAR SUBSTRATE BREAKDOWN



- **90.4%** SYNTHETIC
- **9.57%** NATURAL
- **0.03%** MAN-MADE

FY21 HOKA APPAREL AND ACCESSORIES SUBSTRATE BREAKDOWN



- **71.91%** SYNTHETIC
- **27.55%** NATURAL
- **0.55%** MAN-MADE

DETAILED SUBSTRATE BREAKDOWN

FY21 HOKA FOOTWEAR SUBSTRATE TYPE BREAKDOWN	USAGE
Synthetic Polymer *(fibers and non-fibers)*	88.90%
Additive	6.47%
Plant and Animal Fiber	2.60%
Animal Hide	1.70%
Metal	0.19%
Thermoplastic Elastomers	0.11%
Man-made Fiber	0.03%

FY21 HOKA APPAREL AND ACCESSORIES SUBSTRATE TYPE BREAKDOWN	USAGE
Synthetic Polymer *(fibers and non-fibers)*	71.90%
Plant and Animal Fiber	24.63%
Metal	2.40%
Man-made Fiber	0.55%
Thermoplastic Elastomers	0.52%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

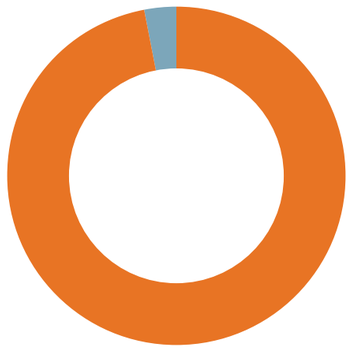
HOKA MATERIALS DEEP DIVE (CONTINUED)

HOKA FY21 FIBER AND NON-FIBER USAGE UPDATE

FY21 HOKA FOOTWEAR FIBER / NON-FIBER BREAKDOWN

- **25.85%** FIBER
- **74.15%** NON-FIBER

FY21 HOKA APPAREL AND ACCESSORIES FIBER / NON-FIBER BREAKDOWN



- **97.11%** FIBER
- **2.89%** NON-FIBER

DETAILED SUBSTRATE BREAKDOWN

FY21 HOKA FOOTWEAR FIBER SUBSTRATE BREAKDOWN	PERCENTAGE
Polyester and/or PET	72.93%
Nylon	10.36%
Recycled Polyester and/or RPET	6.02%
Conventional Cotton	5.97%
Responsible Cotton and/or Recycled Cotton	1.83%
Polyurethane	1.39%
Other	0.88%
Recycled Nylon	0.62%

FY21 HOKA APPAREL AND ACCESSORIES FIBER SUBSTRATE BREAKDOWN	PERCENTAGE
Polyester and/or PET	33.74%
Responsible Cotton and/or Recycled Cotton	22.66%
Recycled Polyester and/or RPET	20.11%
Nylon	8.43%
Spandex Elastane	5.45%
Recycled Polyamide	4.34%
Virgin Wool *(Uncertified)*	2.70%
Acrylic	1.54%
TENCEL Lyocell	0.54%
Other	0.21%

HOKA NON-FIBER SUBSTRATE BREAKDOWN

FY21 HOKA FOOTWEAR NON-FIBER SUBSTRATE BREAKDOWN	PERCENTAGE
POE Polyolefin	31.49%
EVA	22.14%
Polyurethane	11.3%
Aluminum Silicate	6.51%
TPU Thermoplastic Polyurethane	5.63%
BIIR Synthetic Rubber	4.22%
Nitrile Butadiene Rubber	3.54%
LWG Leather and Suede	2.55%
Styrene Butadiene Rubber	1.74%
Hydrogenated Nitrile Butadiene Rubber	1.64%
Recycled Polyester and/or RPET	1.46%
Generic Polypropylene	1.25%
Butadiene Rubber	1.22%
Other	5.32%

FY21 HOKA APPAREL AND ACCESSORIES NON-FIBER SUBSTRATE BREAKDOWN	PERCENTAGE
Zinc Alloy	55.52%
Brass	27.46%
Natural Rubber	8.75%
Polyester and/or PET	5.78%
Acrylic	1.81%
Generic Polypropylene	0.42%
Glass Silicon	0.10%
Zinc	0.08%
Copper	0.04%
Steel	0.02%

**As a reminder, non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).*

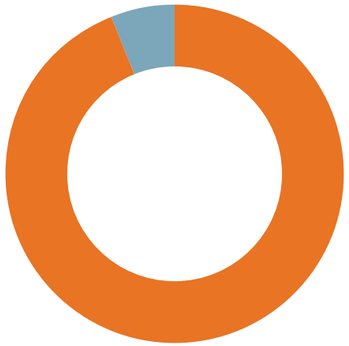
APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

HOKA MATERIALS DEEP DIVE

HOKA PREFERRED MATERIALS

FY21 HOKA FOOTWEAR PREFERRED MATERIAL BREAKDOWN



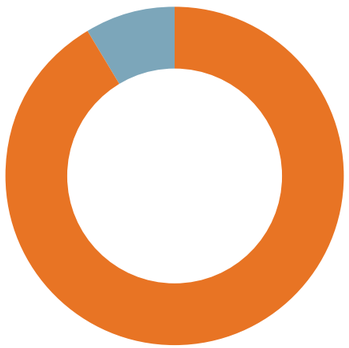
- **93.89%** NON-PREFERRED
- **6.11%** PREFERRED

FY21 HOKA APPAREL AND ACCESSORIES PREFERRED MATERIAL BREAKDOWN

- **53.02%** NON-PREFERRED
- **46.98%** PREFERRED

HOKA FIBER SUBSTRATE BREAKDOWN

FY21 HOKA FOOTWEAR PREFERRED FIBER BREAKDOWN



- **91.47%** NON-PREFERRED
- **8.53%** PREFERRED

FY21 HOKA BRANDS APPAREL AND ACCESSORIES PREFERRED FIBER BREAKDOWN

- **51.89%** NON-PREFERRED
- **48.11%** PREFERRED

HOKA FIBER SUBSTRATE BREAKDOWN

HOKA FOOTWEAR PREFERRED FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	91.06%	8.94%
FY20	96.10%	3.90%
FY21	91.47%	8.53%

FY21 HOKA BRANDS APPAREL AND ACCESSORIES PREFERRED FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	99.09%	0.91%
FY20	74.07%	25.93%
FY21	51.89%	48.11%

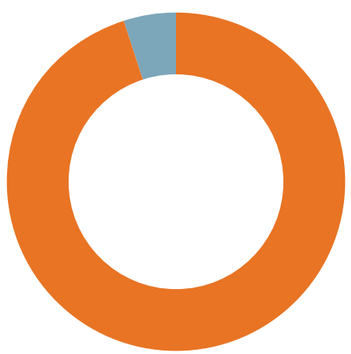
APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

HOKA MATERIALS DEEP DIVE (CONTINUED)

HOKA PREFERRED NON-FIBERS

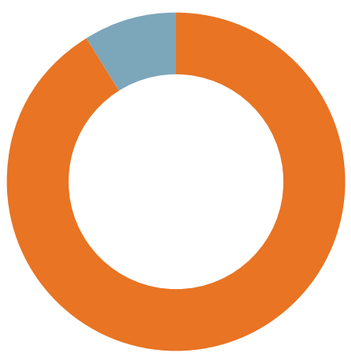
FY21 HOKA FOOTWEAR PREFERRED NON-FIBER BREAKDOWN



- **95.1%** NON-PREFERRED
- **4.9%** PREFERRED

HOKA FOOTWEAR PREFERRED NON-FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	96.73%	3.27%
FY20	95.25%	4.75%
FY21	95.10%	4.90%

FY21 HOKA BRANDS APPAREL AND ACCESSORIES PREFERRED NON-FIBER BREAKDOWN



- **91.25%** NON-PREFERRED
- **8.75%** PREFERRED

FY21 HOKA BRANDS APPAREL AND ACCESSORIES PREFERRED NON-FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	91.78%	8.22%
FY20	77.34%	22.66%
FY21	91.25%	8.75%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

HOKA MATERIALS DEEP DIVE (CONTINUED)

HOKA-SPECIFIC PREFERRED POLYESTER EFFORTS

RECYCLED POLYESTER (RPET)

rPET is comprised predominantly of plastic water bottles and other recycled PET packaging waste. In FY21, HOKA brand used 407,442 lbs of rPET across all of its products, which is the equivalent of over 10.9 million PET water bottles into all products. HOKA has additionally utilized over 251,000 lbs of post industrial polyester fabric scrap across all products it produced in FY21. To date, HOKA has repurposed over 21.8 million PET water bottles and over 457,000 lbs of post-industrial polyester fiber and textile scrap.

HOKA-SPECIFIC PREFERRED POLYESTER BENEFITS

RAW VIRGIN POLYESTER FIBER VS. RAW RECYCLED POLYESTER FIBER

In FY21, HOKA footwear used 588,783 lbs of rPET fibers & films (Post-Consumer) and Recycled Polyester (Post-Industrial). When comparing the impact of conventional polyester fibers and PET films usage to the same usage of rPET fibers & films (Post-Consumer) and Recycled Polyester (Post-Industrial), we saved over 1.9 million lbs of CO2 eq. emissions, 710 million liters of water and 19 million MJ of energy.

In FY21, HOKA apparel and accessories used 69,695 lbs of rPET fibers and films. When comparing the impact of conventional polyester fibers and PET films usage to the same usage of rPET fibers and films, we saved over 258,694 lbs of CO2 eq. emissions, 103.9 million liters of water and 2.38 million MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
FOOTWEAR	1,990,987	710,176,541	19,009,188
APPAREL, ACCESSORIES AND HOME GOODS	258,694	103,930,281	2,389,503
TOTAL RECYCLED POLYESTER SAVINGS	2,249,681	814,106,822	21,398,691

**Note, the chart above depicts the combined savings from our product and packaging materials. Only materials that are pre and post-consumer polyester and PET substrates are included.*

HOKA PET WATER BOTTLES DIVERTED FROM LANDFILL OVER TIME

	FOOTWEAR AND FOOTWEAR PACKAGING PET BOTTLES REPURPOSED	APPAREL, ACCESSORIES AND HOME GOODS & PACKAGING PET BOTTLES REPURPOSED	TOTAL BOTTLES PURPOSED
FY19 PET BOTTLES DIVERTED	6,753,408	3,953	6,757,361
FY20 PET BOTTLES DIVERTED	3,797,019	314,187	4,111,206
FY21 PET BOTTLES DIVERTED	9,069,013	1,871,434	10,940,446
TOTAL PET BOTTLES DIVERTED TO DATE	**19,619,440**	**2,189,574**	**21,809,013**

**Note, due to a sourcing error, the metric we reported in FY20 (e.g. 'We are proud that collectively these efforts have saved approximately 114 million plastic PET water bottles to date') was inaccurate. The accurate metrics are reflected in the chart above.*

HOKA LBS OF POST INDUSTRIAL POLYESTER FABRIC SCRAP USED OVER TIME

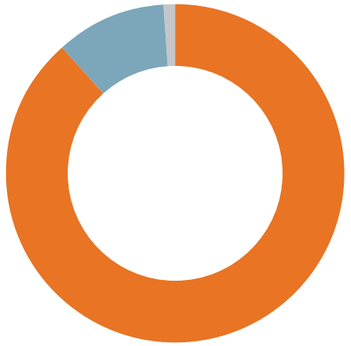
	FOOTWEAR AND FOOTWEAR PACKAGING LBS OF POST INDUSTRIAL POLYESTER SCRAP	APPAREL, ACCESSORIES AND HOME GOODS & PACKAGING LBS OF POST INDUSTRIAL POLYESTER SCRAP	TOTAL LBS OF POST INDUSTRIAL POLYESTER SCRAP
FY19 POLYESTER FABRIC SCRAP	64,141	147	64,288
FY20 POLYESTER FABRIC SCRAP	142,441	11,701	154,142
FY21 POLYESTER FABRIC SCRAP	251,037	69,696	320,732
TOTAL POLYESTER FABRIC SCRAP TO DATE	**457,618**	**81,544**	**539,162**

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

HOKA MATERIALS DEEP DIVE (CONTINUED)

FY21 HOKA FOOTWEAR CO-POLYESTER BREAKDOWN (FIBERS AND FILMS)



- **88.44%** POLYESTER AND/OR PET
- **10.67%** RECYCLED POLYESTER AND/OR RPET
- **0.88%** RECYCLED POLYCARBONATE

FY21 HOKA FOOTWEAR PREFERRED CO-POLYESTER GROWTH	NON-PREFERRED	PREFERRED
FY19	83.33%	16.67%
FY20	90.68%	9.32%
FY21	88.44%	11.56%

**Note, our goal is to have 55% of our any polyester used in our footwear to be preferred by 2027.*

FY21 HOKA APPAREL AND ACCESSORIES CO-POLYESTER BREAKDOWN (FIBERS AND FILMS)

- **62.78%** POLYESTER AND/OR PET
- **37.22%** RECYCLED POLYESTER AND/OR RPET

**Note, the co-polyester family includes polyester, recycled polyester, rPET, PET, polycarbonate, recycled polycarbonate and terylene*

FY21 HOKA APPAREL AND ACCESSORIES PREFERRED CO-POLYESTER GROWTH	NON-PREFERRED	PREFERRED
FY19	99.27%	0.73%
FY20	67.37%	32.63%
FY21	62.78%	37.22%

**Note, our goal is to have 70% of our co-polyester used in our apparel and accessories to be preferred by 2027.*

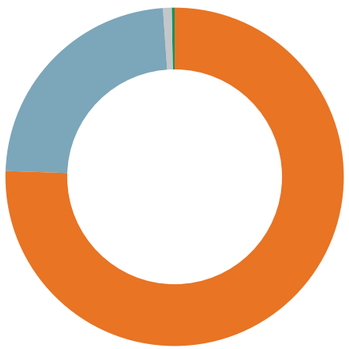
APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

HOKA MATERIALS DEEP DIVE (CONTINUED)

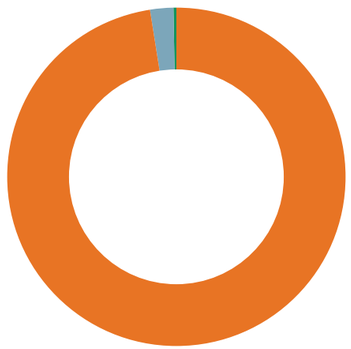
HOKA-SPECIFIC PLANT AND PLANT-BASED FIBERS EFFORTS

FY21 HOKA FOOTWEAR PLANT AND PLANT-BASED FIBER BREAKDOWN



- **75.74%** CONVENTIONAL COTTON
- **23.26%** RESPONSIBLE COTTON AND/OR RECYCLED COTTON
- **0.9%** CELLULOSE ACETATE
- **0.11%** RAYON

FY21 HOKA APPAREL AND ACCESSORIES PLANT AND PLANT-BASED FIBER BREAKDOWN



- **97.57%** RESPONSIBLE COTTON AND/OR RECYCLED COTTON
- **2.34%** TENCEL LYOCELL
- **0.07%** RAYON
- **0.02%** VISCOSE

HOKA FIBER SUBSTRATE BREAKDOWN

FY21 HOKA FOOTWEAR PREFERRED PLANT AND PLANT-BASED FIBER GROWTH

	NON-PREFERRED	PREFERRED
FY19	100.00%	0.00%
FY20	100.00%	0.00%
FY21	76.51%	23.49%

FY21 HOKA APPAREL AND ACCESSORIES PREFERRED PLANT AND PLANT BASED FIBER GROWTH

	NON-PREFERRED	PREFERRED
FY19	100.00%	0.00%
FY20	100.00%	0.00%
FY21	9.00%	99.91%

HOKA-SPECIFIC BENEFITS OF RESPONSIBLE COTTON

RAW CONVENTIONAL COTTON VS. RESPONSIBLE COTTON FIBERS
(INCLUDING RECYCLED COTTON FIBERS)

In FY21, HOKA footwear used 117,355 lbs of responsible cotton fibers. When comparing the impact of conventional cotton raw fiber usage to the same usage of responsible cotton fibers, we saved over 196,637 lbs of CO2 eq. emissions, 1.11 billion liters of water and 745,019 MJ of energy.

In FY21, HOKA apparel and accessories used 78,105 lbs of responsible cotton fibers. When comparing the impact of conventional cotton raw fiber usage to the same usage of responsible cotton fibers, we saved over 130,870 lbs of CO2 eq. emissions, 739.8 million liters of water and 495,841 MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
FOOTWEAR	196,637	1,111,671,028	745,019
APPAREL AND ACCESSORIES	130,870	739,863,180	495,841
TOTAL RESPONSIBLE COTTON SAVINGS	327,507	1,851,534,208	1,240,860

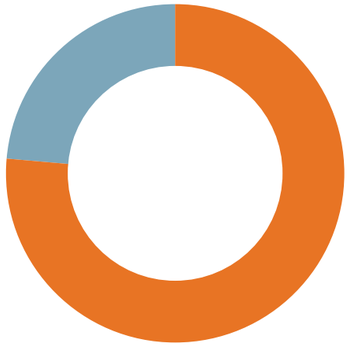
APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

HOKA MATERIALS DEEP DIVE (CONTINUED)

HOKA-SPECIFIC RESPONSIBLE COTTON EFFORTS

FY21 HOKA FOOTWEAR COTTON FIBER BREAKDOWN



- **76.51%** CONVENTIONAL COTTON
- **23.49%** RESPONSIBLE COTTON AND/OR RECYCLED COTTON

FY21 HOKA FOOTWEAR PREFERRED COTTON FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	100.00%	0.00%
FY20	100.00%	0.00%
FY21	76.51%	23.49%

**Note, in FY21, we saw a large uptick in responsible cotton sourced and we are expecting another large increase in FY22. We are committed to having 100% responsibly sourced cotton by 2025.*

FY21 HOKA APPAREL AND ACCESSORIES COTTON FIBER BREAKDOWN

- **100.%** RESPONSIBLE COTTON AND/OR RECYCLED COTTON

FY21 HOKA APPAREL AND ACCESSORIES PREFERRED COTTON	NON-PREFERRED	PREFERRED
FY19	100.00%	0.00%
FY20	100.00%	0.00%
FY21	0.00%	100.00%

**Note, in FY21, we saw a large uptick in responsible cotton sourced. We are committed to maintaining100% responsibly sourced cotton into FY22 and beyond.*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

HOKA MATERIALS DEEP DIVE (CONTINUED)

HOKA-SPECIFIC PREFERRED LEATHER EFFORTS

In FY21, HOKA footwear used 1.27 million sq.ft. of leather and suede 100% of which was sourced from Leather Working Group (LWG) certified tanneries. When comparing the impact of conventionally tanned leather and suede usage to the same usage of LWG Leather, we saved over 2.5 million lbs of CO2 eq. emissions, 898.2 million liters of water and 15.5 million MJ of energy. In FY21, no leather was used in HOKA apparel or accessories.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	**WATER SAVED** (LITERS OF WATER)	**ENERGY SAVED** (MJ)
TOTAL PREFERRED LEATHER SAVINGS	2,599,404	898,216,329	15,510,222

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

MATERIALS

MAXIMIZE THE AMOUNT OF PREFERRED MATERIALS IN OUR PRODUCTS

TEVA MATERIALS

Teva has continued to utilize more preferred materials and has identified robust targets to hold itself accountable. Responsible/recycled cotton, reconstituted leather, recycled acrylic, recycled EVA, recycled natural rubber, rPET bottles, and post-industrial poly are just a few of the preferred materials Teva features in its products. Some significant materials related achievements to note:

- 98.68% of hides are sourced from Leather Working Group (LWG) certified tanneries
- 92.17% of the cotton fibers used in Teva footwear were sourced from a sustainable cotton growing scheme, or are made of recycled cotton fibers
- 100% of Teva's iconic polyester straps are made from UNIFI REPREVE rPET
- 70.12% of all co-polyester fibers and films used in our footwear comes from post-consumer, post-industrial, or come from renewable resources
- 17.12% of all footwear materials are preferred
- 57.81% of all fibers used in our footwear are preferred
- 92.26% preferred plant and plant-based fibers for footwear
- To date, Teva has repurposed over 41.2 million PET water bottles and over 26,000 lbs of post -industrial polyester fiber and textile scrap

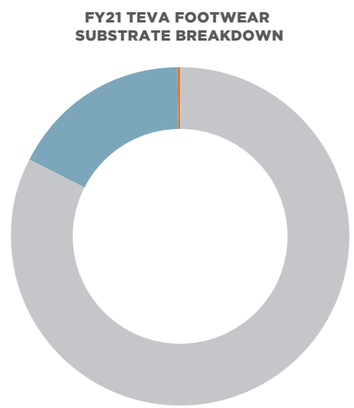
This section will provide greater visibility of Teva's (a) substrate breakdown, (b) fiber/non-fiber breakdown, and (c) preferred materials usage.

TEVA MOST USED MATERIALS

RANK	MATERIAL TYPE	USAGE
1	EVA	27.58%
2	POE Polyolefin	12.96%
3	Recycled Polyester and/or RPET	9.66%
4	Aluminum Silicate	5.48%
5	Nylon	5.29%
6	BIIR Synthetic Rubber	4.89%
7	Polyester and/or PET	4.14%
8	Styrene Butadiene Rubber	3.97%
9	Natural Rubber	3.88%
10	EPDM	3.40%

TEVA MATERIALS DEEP DIVE

TEVA HIGH LEVEL SUBSTRATE BREAKDOWN



**Natural: A natural material is any product or physical matter that comes from plants, animals, or the ground (including minerals and metals). Synthetic: petroleum-based materials. Man-made: Comes from a natural source then altered by human beings.*

DETAILED SUBSTRATE BREAKDOWN

FY21 TEVA FOOTWEAR SUBSTRATE TYPE BREAKDOWN	PERCENTAGE
Synthetic Polymer *(fibers and non-fibers)*	81.24%
Additive	11.16%
Thermoplastic Elastomers	3.97%
Animal Hide	2.58%
Plant and Animal Fiber	0.70%
Metal	0.26%
Paper	0.07%
Man-made Fiber	0.02%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

TEVA MATERIALS DEEP DIVE (CONTINUED)

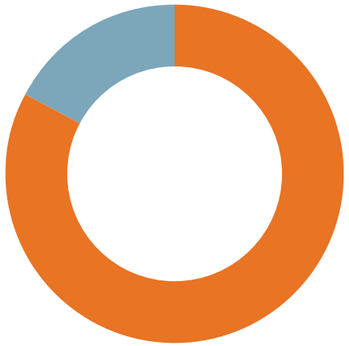
TEVA FY21 FIBER AND NON-FIBER USAGE UPDATE

FY21 TEVA FOOTWEAR FIBER / NON-FIBER BREAKDOWN

- **18.15%** FIBER
- **81.85%** NON-FIBER

TEVA FY21 PREFERRED MATERIALS AND FIBERS

FY21 TEVA FOOTWEAR PREFERRED MATERIAL BREAKDOWN



- **82.88%** NON-PREFERRED
- **17.12%** PREFERRED

FY21 TEVA FOOTWEAR PREFERRED FIBER BREAKDOWN

- **42.19%** NON-PREFERRED
- **57.81%** PREFERRED

TEVA FOOTWEAR FIBER SUBSTRATE BREAKDOWN

	USAGE
Recycled Polyester and/or RPET	52.94%
Polyester and/or PET	22.36%
Nylon	13.82%
Polyurethane	4.77%
Responsible Cotton and/or Recycled Cotton	3.32%
Spandex Elastane	0.40%
Recycled Nylon	0.38%
Recycled Acrylic	0.33%
Natural Rubber	0.31%
Conventional Cotton	0.28%
Other Fibers	1.09%

TEVA FOOTWEAR NON-FIBER SUBSTRATE BREAKDOWN

	USAGE		USAGE
EVA	33.69%	LWG Leather and Suede	3.12%
POE Polyolefin	15.84%	Nitrile Butadiene Rubber	2.26%
Aluminum Silicate	6.70%	Polyurethane	2.15%
BIIR Synthetic Rubber	5.98%	Butadiene Rubber	1.37%
Styrene Butadiene Rubber	4.85%	Calcium Carbonate	1.33%
Natural Rubber	4.68%	TPU Thermoplastic Polyurethane	1.28%
EPDM	4.16%	Hydrogenated Nitrile Butadiene Rubber	1.28%
Talc Powder	3.77%	Other Non-Fiber	4.14%
Nylon	3.39%		

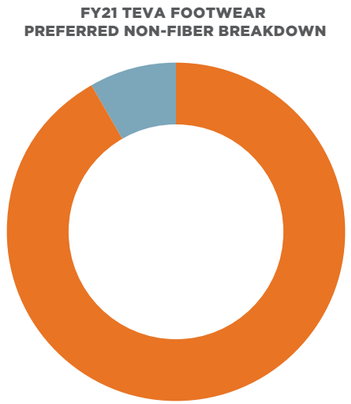
TEVA FOOTWEAR PREFERRED FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	88.48%	11.52%
FY20	55.95%	44.05%
FY21	42.19%	57.81%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

TEVA MATERIALS DEEP DIVE (CONTINUED)

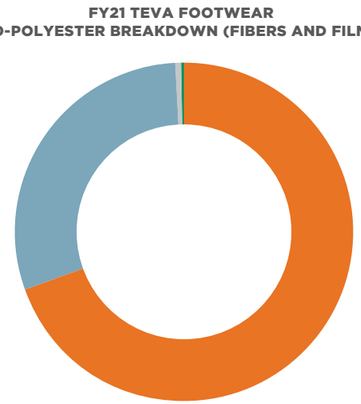
TEVA FY21 FIBER AND NON-FIBER USAGE UPDATE



TEVA NON-FIBER SUBSTRATE BREAKDOWN

TEVA FOOTWEAR PREFERRED NON-FIBER BREAKDOWN	NON-PREFERRED	PREFERRED
FY19	90.83%	9.17%
FY20	91.31%	8.69%
FY21	91.90%	8.10%

TEVA CO-POLYESTER FIBERS AND FILMS BREAKDOWN



*Note, the co-polyester family includes polyester, recycled polyester, rPET, PET, polycarbonate, recycled polycarbonate and terylene

**As a reminder, non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).

TEVA FOOTWEAR PREFERRED CO-POLYESTER GROWTH

FY21 TEVA FOOTWEAR PREFERRED CO-POLYESTER GROWTH	NON-PREFERRED	PREFERRED
FY19	80.69%	19.31%
FY20	36.75%	63.25%
FY21	29.88%	70.12%

*Note, our goal is to have 85% of our co-polyester used in our footwear to be preferred by 2027.

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

TEVA-SPECIFIC PREFERRED POLYESTER BENEFITS

RAW VIRGIN POLYESTER FIBER VS. RAW RECYCLED POLYESTER FIBER

Most significantly, rPET comes from plastic PET bottles; however, rPET can also come from other food grade and consumer packaging waste. Post-industrial polyester comes from waste produced at yarn, textile and fabric mills.

In FY21, Teva footwear used 724,464 lbs of rPET fibers & films (Post-Consumer) and Recycled Polyester (Post-Industrial). When comparing the impact of conventional polyester fibers and PET films usage to the same usage of rPET fibers & films (Post-Consumer) and recycled polyester (Post-Industrial), Teva saved over 2.7 million lbs of CO_2 eq. emissions, 1.09 billion liters of water and 25.2 million MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO_2)	**WATER SAVED** (LITERS OF WATER)	**ENERGY SAVED** (MJ)
TOTAL POLYESTER SAVINGS	2,733,648	1,094,527,870	25,254,604

**Note, the chart above depicts the combined savings from our product and packaging materials. Only materials that are pre and post-consumer polyester and PET substrates are included.*

TEVA-SPECIFIC PREFERRED POLYESTER EFFORTS

RECYCLED POLYESTER (RPET)

rPET is comprised predominantly of plastic water bottles and other recycled PET packaging waste. In FY21, Teva used 724,464 lbs of rPET across all its products, which is the equivalent of over 19.4 million PET water bottles. Additionally, Teva has utilized over 13,500 lbs of post-industrial polyester fabric scrap across all products they produced in FY21. To date, Teva has repurposed over 41.2 million PET water bottles and over 26,000 lbs of post-industrial polyester fiber and textile scrap.

FY PET BOTTLES DIVERTED OVER TIME	**FOOTWEAR AND FOOTWEAR PACKAGING PET BOTTLES REPURPOSED**
FY19 PET Bottles Diverted	4,026,497
FY20 PET Bottles Diverted	17,770,084
FY21 PET Bottles Diverted	19,452,966
TOTAL PET BOTTLES DIVERTED TO DATE	**41,249,548**

LBS OF POST INDUSTRIAL POLYESTER FABRIC SCRAP USED OVER TIME	**FOOTWEAR AND FOOTWEAR PACKAGING LBS OF POST INDUSTRIAL POLYESTER SCRAP**
FY19 Polyester Fabric Scrap	3,360
FY20 Polyester Fabric Scrap	9,257
FY21 Polyester Fabric Scrap	13,543
TOTAL POLYESTER FABRIC SCRAP TO DATE	**26,160**

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

TEVA MATERIALS DEEP DIVE (CONTINUED)

TEVA-SPECIFIC PLANT AND PLANT-BASED FIBERS EFFORTS

FY21 TEVA FOOTWEAR PLANT AND PLANT-BASED FIBER BREAKDOWN	
Responsible Cotton and/or Recycled Cotton	88.78%
Conventional Cotton	7.54%
Viscose	2.23%
Cork	1.18%
Cellulose Acetate	0.27%

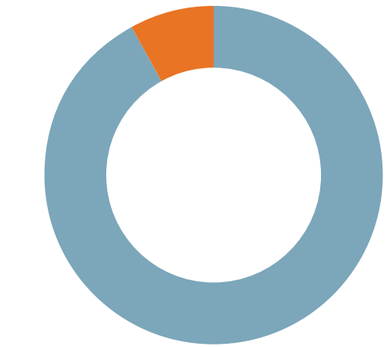
FY21 TEVA FOOTWEAR PREFERRED PLANT AND PLANT-BASED FIBER GROWTH

	NON-PREFERRED	PREFERRED
FY19	98.32%	1.68%
FY20	98.22%	1.78%
FY21	7.74%	92.26%

**Note, we plan to replace all conventional cotton and viscose with preferred fibers by 2025.*

TEVA-SPECIFIC BENEFITS OF RESPONSIBLE COTTON

FY21 TEVA FOOTWEAR COTTON FIBER BREAKDOWN



- **92.2%** RESPONSIBLE COTTON AND/OR RECYCLED COTTON
- **7.8%** CONVENTIONAL COTTON

FY21 TEVA FOOTWEAR PREFERRED COTTON FIBER GROWTH

	NON-PREFERRED	PREFERRED
FY19	100.00%	0.00%
FY20	100.00%	0.00%
FY21	7.83%	92.17%

**Note, in FY21, we saw a large uptick in responsible cotton sourced, and are expecting another large increase in FY22. We are committed to having 100% responsibly sourced cotton by 2025.*

TEVA-SPECIFIC BENEFITS OF RESPONSIBLE COTTON

RAW CONVENTIONAL COTTON VS. RESPONSIBLE COTTON FIBERS
(INCLUDING RECYCLED COTTON FIBERS)

In FY21, Teva footwear used 45,451 lbs of responsible cotton fibers. When comparing the impact of conventional cotton raw fiber usage to the same usage of responsible cotton fibers, Teva saved over 76,156 lbs of CO2 eq. emissions, 430 million liters of water and 288,541 MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
TOTAL COTTON SAVINGS	76,156	430,543,503	288,541

TEVA-SPECIFIC PREFERRED LEATHERS EFFORTS

In FY21, Teva footwear used approximately 807,000 sq ft. of Leather Working Group (LWG) certified sheepskin, leather and suede. When comparing the impact of conventionally tanned and dyed sheepskin and leather/suede usage to the same usage of LWG sheepskin and leather, Teva saved over 1.5 million lbs of CO2 eq. emissions, 507 million liters of water and 9.1 million MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
TOTAL LEATHER SAVINGS	1,526,841	507,995,906	9,120,976

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

MATERIALS

MAXIMIZE THE AMOUNT OF PREFERRED MATERIALS IN OUR PRODUCTS

KOOLABURRA MATERIALS

Koolaburra has continued to utilize more preferred materials and has identified robust targets to hold itself accountable. Repurposed wool, recycled polyester and recycled synthetic rubber are just a few of the preferred materials Koolaburra features in its product. Some significant materials related achievements to note:

- 99.97% of hides are sourced from Leather Working Group (LWG) certified tanneries
- Improved traceability given brands focus on using nominated suppliers
- 39.44% of all footwear materials are preferred
- 47.12% of all footwear non-fibers use recycled, repurposed, regenerated (plant-based), renewable (bio-based), or certified/preferred natural fibers
- To date, Koolaburra has repurposed over 1.48 million PET water bottles and over 48,000 lbs of post-industrial polyester fiber and textile scrap

This section will provide greater visibility into Koolaburra's (a) substrate breakdown, (b) fiber/non-fiber breakdown, and (c) preferred materials usage.

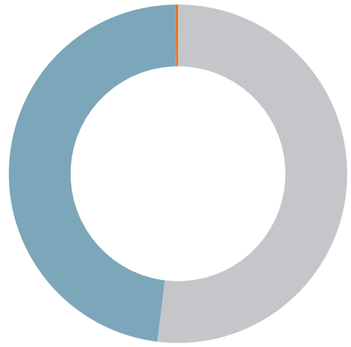
KOOLABURRA MOST USED MATERIALS

RANK	MATERIAL TYPE	USAGE
1	LWG Leather and Suede	31.07%
2	EVA	16.85%
3	Polyester and/or PET	15.00%
4	POE Polyolefin	8.57%
5	LWG Sheepskin	5.78%
6	Aluminum Silicate	5.49%
7	IIR Synthetics	2.61%
8	BIIR Synthetic Rubber	2.61%
9	Polyurethane	2.17%
10	Conventional Cotton	1.84%

KOOLABURRA MATERIALS DEEP DIVE

HIGH LEVEL SUBSTRATE BREAKDOWN

FY21 KOOLABURRA FOOTWEAR SUBSTRATE BREAKDOWN



52.03% SYNTHETIC
47.83% NATURAL
0.13% MAN-MADE

**Natural: A natural material is any product or physical matter that comes from plants, animals, or the ground (including minerals and metals). Synthetic: petroleum-based materials. Man-made: Comes from a natural source then altered by human beings.*

DETAILED SUBSTRATE BREAKDOWN

FY21 KOOLABURRA FOOTWEAR SUBSTRATE TYPE BREAKDOWN	USAGE		USAGE
Additive	7.85%	Natural Elastomer	0.02%
Animal Hide	36.86%	Paper	0.08%
Plant and Animal Fiber	1.84%	Synthetic Polymer *(fibers and non-fibers)*	51.93%
Man-made Fiber	0.13%	Thermoplastic Elastomers	0.87%
Metal	0.41%		

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

KOOLABURRA MATERIALS DEEP DIVE (CONTINUED)

FY21 FIBER AND NON-FIBER USAGE UPDATE

KOOLABURRA FIBER SUBSTRATE BREAKDOWN

FY21 KOOLABURRA FOOTWEAR FIBER SUBSTRATE BREAKDOWN	USAGE		USAGE
Polyester and/or PET	77.63%	Acrylic	1.07%
Conventional Cotton	9.88%	Nylon	0.83%
Recycled Polyester and/or RPET	5.69%	Viscose	0.71%
Polyurethane	2.13%	Other Fibers	0.61%
General Purpose Polystyrene	1.45%		

KOOLABURRA NON-FIBER SUBSTRATE BREAKDOWN

FY21 KOOLABURRA FOOTWEAR NON-FIBER SUBSTRATE BREAKDOWN	USAGE
LWG Leather and Suede	38.17%
EVA	20.69%
POE Polyolefin	10.52%
LWG Sheepskin	7.09%
Aluminum Silicate	6.74%
IIR Synthetics	3.20%
BIIR Synthetic Rubber	3.20%
Other Non-Fiber	3.07%
Polyurethane	2.18%
Titanium Dioxide	1.60%
Styrene Butadiene Rubber	1.37%
Natural Rubber	1.09%
Talc Powder	1.07%

**As a reminder, non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

KOOLABURRA MATERIALS DEEP DIVE (CONTINUED)

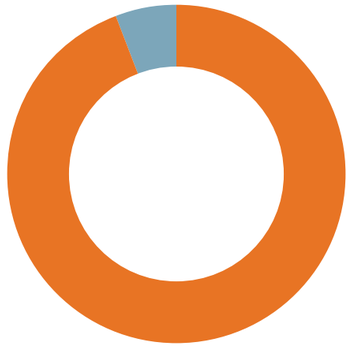
KOOLABURRA PREFERRED MATERIALS

FY21 KOOLABURRA FOOTWEAR
PREFERRED MATERIAL BREAKDOWN

- **60.56%** NON-PREFERRED
- **39.44%** PREFERRED

KOOLABURRA PREFERRED FIBERS

FY21 KOOLABURRA FOOTWEAR
PREFERRED FIBER BREAKDOWN



- **94.21%** NON-PREFERRED
- **5.79%** PREFERRED

KOOLABURRA FOOTWEAR PREFERRED FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	96.87%	3.13%
FY20	96.48%	3.52%
FY21	94.21%	5.79%

KOOLABURRA PREFERRED NON-FIBER

FY21 KOOLABURRA FOOTWEAR
PREFERRED NON-FIBER BREAKDOWN

- **52.88%** NON-PREFERRED
- **47.12%** PREFERRED

KOOLABURRA FOOTWEAR PREFERRED NON-FIBER GROWTH	NON-PREFERRED	PREFERRED
FY19	48.59%	51.41%
FY20	44.82%	55.18%
FY21	52.88%	47.12%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

KOOLABURRA MATERIALS DEEP DIVE (CONTINUED)

KOOLABURRA-SPECIFIC RESPONSIBLE LEATHER AND SHEEPSKIN EFFORTS

LEATHER

FY21 KOOLABURRA FOOTWEAR LWG LEATHER GROWTH	NON-PREFERRED	PREFERRED
FY19	0.26%	99.74%
FY20	0.08%	99.92%
FY21	0.04%	99.96%

**Note, we expect all our leather and suede to be 100% LWG certified by FY22.*

LEATHER WORKING GROUP (LWG) SHEEPSKIN VS. STANDARD TANNING*

FY21 KOOLABURRA FOOTWEAR LWG SHEEPSKIN GROWTH	NON-PREFERRED	PREFERRED
FY19	59.18%	40.82%
FY20	0.00%	100.00%
FY21	0.00%	100.00%

**Note, we have maintained 100% LWG Sheepskin from FY20 to FY21.*

KOOLABURRA-SPECIFIC PREFERRED LEATHER AND SHEEPSKIN BENEFITS

LEATHER WORKING GROUP (LWG) LEATHER AND SHEEPSKIN VS. STANDARD TANNING*

In FY21, Koolaburra footwear used 4.45 million sq ft. of LWG certified sheepskin, leather and suede. When comparing the impact of conventionally tanned and dyed sheepskin and leather/suede usage to the same usage of LWG sheepskin and leather, Koolaburra saved over 7 million lbs of CO2 eq. emissions, 2.05 billion liters of water and 39 million MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
TOTAL LEATHER SAVINGS	6,531,191	2,055,396,952	39,081,640

**Note the above includes all leather and sheepskin used in all our products from all material categories.*

KOOLABURRA LEATHER AND SHEEPSKIN TRACEABILITY EFFORTS

All of the hides utilized in our products are a byproduct of the meat industry and, as such, we interact with the processing facility, and not the farming operations. Although this can present certain challenges, we are committed to ensuring we can trace all of our hides back to the country of origin. In FY21, the majority of the sheepskin hides used in Koolaburra products came from Australia, United Kingdom, and the United States, and 100% of our leather and suede hides used in Koolaburra products came from the United States.

LEATHER AND SHEEPSKIN HIDES COUNTRY OF ORIGIN (USAGE)	
UNITED STATES	84.79%
AUSTRALIA	12.98%
UNITED KINGDOM	2.23%

**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report.*

LEATHER AND SUEDE HIDES COUNTRY OF ORIGIN (USAGE)	
UNITED STATES	100.00%

**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report.*

SHEEPSKIN HIDES COUNTRY OF ORIGIN (USAGE)	
AUSTRALIA	81.35%
UNITED KINGDOM	13.99%
UNITED STATES	4.66%

**Note, only new stock is reported for FY21. All old stock used in FY21 is accounted for in our FY20 report.*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

KOOLABURRA MATERIALS DEEP DIVE (CONTINUED)

KOOLABURRA-SPECIFIC PREFERRED POLYESTER EFFORTS

RECYCLED POLYESTER (RPET)

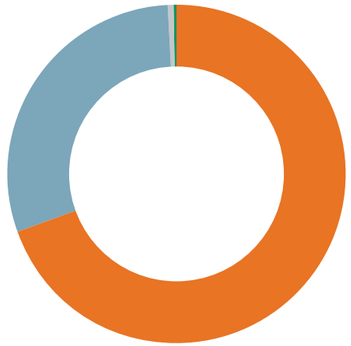
rPET is comprised predominantly of plastic water bottles and other recycled PET packaging waste. In FY21, Koolaburra used 38,365 lbs of rPET across all of its products, which is the equivalent of over 1 million PET water bottles. Koolaburra has additionally utilized over 9,800 lbs of post-industrial polyester fabric scrap across all products it produced in FY21. To date, Koolaburra has repurposed over 1.48 million PET water bottles and over 48,000 lbs of post-industrial polyester fiber and textile scrap.

KOOLABURRA PET WATER BOTTLES DIVERTED FROM LANDFILL OVER TIME	FOOTWEAR AND FOOTWEAR PACKAGING PET BOTTLES REPURPOSED
FY19 PET BOTTLES DIVERTED	125,201
FY20 PET BOTTLES DIVERTED	327,922
FY21 PET BOTTLES DIVERTED	1,030,185
TOTAL PET BOTTLES DIVERTED TO DATE	**1,483,309**

KOOLABURRA LBS OF POST INDUSTRIAL POLYESTER FABRIC SCRAP USED OVER TIME	FOOTWEAR AND FOOTWEAR PACKAGING LBS OF POST INDUSTRIAL POLYESTER SCRAP
FY19 POLYESTER FABRIC SCRAP	6,115
FY20 POLYESTER FABRIC SCRAP	32,168
FY21 POLYESTER FABRIC SCRAP	9,869
TOTAL POLYESTER FABRIC SCRAP TO DATE	**48,146**

KOOLABURRA CO-POLYESTER FIBERS AND FILMS BREAKDOWN

FY21 TEVA FOOTWEAR CO-POLYESTER BREAKDOWN (FIBERS AND FILMS)



- **89.9%** POLYESTER AND/OR PET
- **27.48%** RECYCLED POLYESTER AND/OR RPET
- **2.57%** RECYCLED POLYCARBONATE
- **0.04%** POLYCARBONATE

KOOLABURRA FOOTWEAR PREFERRED CO-POLYESTER GROWTH

	NON-PREFERRED	PREFERRED
FY19	97.75%	2.25%
FY20	95.70%	4.30%
FY21	89.95%	10.05%

**Note, our goal is to have 50% of our co-polyester used in our footwear to be preferred by 2027.*

KOOLABURRA-SPECIFIC PREFERRED POLYESTER BENEFITS

RAW VIRGIN POLYESTER FIBER VS RAW RECYCLED POLYESTER FIBER

Most significantly, rPET comes from plastic PET bottles; however, it can also come from other food grade and consumer packaging waste. Post-industrial polyester comes from waste produced at yarn, textile and fabric mills.

In FY21, Koolaburra footwear used 38,365 lbs of rPET fibers & films (post-consumer) and recycled polyester (post-industrial). When comparing the impact of conventional polyester fibers and PET films usage to the same usage of rPET fibers & films (post-consumer) and recycled polyester (post-industrial), Koolaburra saved over 155,072 lbs of CO_2 eq. emissions, 55 million liters of water and 1.55 million MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO_2)	**WATER SAVED** (LITERS OF WATER)	**ENERGY SAVED** (MJ)
TOTAL POLYESTER SAVINGS	155,072	55,017,336	1,554,638

**Note, chart the above depicts the combined savings from our product and packaging materials. Only materials that are pre and post-consumer polyester and PET substrates are included.*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

MATERIALS

MAXIMIZE THE AMOUNT OF PREFERRED MATERIALS IN OUR PRODUCTS

SANUK MATERIALS

Sanuk has continued utilize more preferred material selections, and has identified robust targets to hold itself accountable. SugarCane EVA, algae, recycled synthetic rubber, recycled natural rubber, recycled polyurethane, repurposed wool, renewable soybean polyol, and TENCEL™ Lyocell are just a few of the preferred materials Sanuk features in its product. Some significant materials related achievements to note:

- 100% of hides are sourced from Leather Working Group (LWG) certified tanneries
- 35.69% of all footwear materials are preferred
- 61.28% preferred plant and plant-based fibers used in its footwear
- 53.10% of the cotton fibers used in our footwear are sourced from a sustainable cotton growing scheme or are made of recycled cotton fibers
- To date, Sanuk has repurposed over 1.64 million PET water bottles and over 31,600 lbs of post-industrial polyester fiber and textile scrap

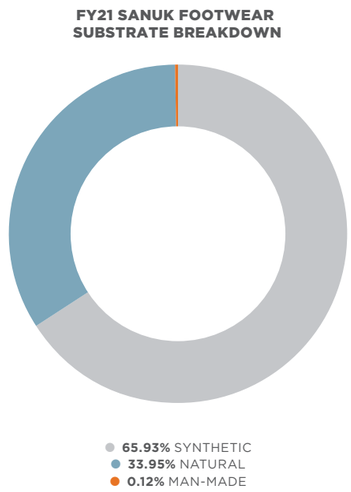
This section will provide greater visibility of Sanuk's (a) substrate breakdown, (b) fiber/non-fiber breakdown, and (c) preferred materials usage.

SANUK MOST USED MATERIALS

RANK	MATERIAL TYPE	USAGE
1	EVA	22.60%
2	Recycled EVA	13.48%
3	Natural Rubber	12.50%
4	POE Polyolefin	5.57%
5	Polyester and/or PET	5.43%
6	Talc Powder	3.85%
7	Responsible Cotton and/or Recycled Cotton	3.62%
8	Polyurethane	3.42%
9	Conventional Cotton	3.20%
10	Other Synthetic Chemical Plasticizer	2.71%

SANUK MATERIALS DEEP DIVE

HIGH LEVEL SUBSTRATE BREAKDOWN



**Natural: A natural material is any product or physical matter that comes from plants, animals, or the ground (including minerals and metals). Synthetic: petroleum-based materials. Man-made: Comes from a natural source then altered by human beings.*

DETAILED SUBSTRATE BREAKDOWN

FY21 SANUK FOOTWEAR SUBSTRATE TYPE BREAKDOWN	USAGE		USAGE
Synthetic Polymer *(fibers and non-fibers)*	62.50%	Animal Hide	1.57%
Thermoplastic Elastomers	14.49%	Man-made Fiber	0.12%
Additive	12.89%	Natural Elastomer	0.06%
Plant and Animal Fiber	8.35%	Metal	0.02%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

SANUK MATERIALS DEEP DIVE (CONTINUED)

FY21 FIBER AND NON-FIBER USAGE UPDATE

FY21 SANUK FOOTWEAR FIBER / NON-FIBER BREAKDOWN

- **83.88%** NON-FIBER
- **16.12%** FIBER

SANUK FIBER SUBSTRATE BREAKDOWN

	USAGE		USAGE
Polyester and/or PET	33.66%	Polyurethane	3.10%
Responsible Cotton and/or Recycled Cotton	22.47%	Jute	1.62%
Conventional Cotton	19.85%	Butadiene Rubber	0.96%
Hemp	6.57%	Natural Rubber	0.93%
Recycled Polyester and/or RPET	4.83%	Linen	0.75%
Nylon	3.82%	Other	1.14%

SANUK NON-FIBER SUBSTRATE BREAKDOWN

	USAGE
EVA	33.69%
Recycled EVA	15.84%
Natural Rubber	6.70%
POE Polyolefin	5.98%
Talc Powder	4.85%
Polyurethane	4.68%
Other Synthetic Chemical Plasticizer	4.16%
VCVA Vinyl Chloride Vinyl Acetate	3.77%
Aluminum Silicate	3.39%
Recycled Natural Rubber	3.12%
Kaolin	2.26%
PVC Polyvinyl Chloride	2.15%
BIIR Synthetic Rubber	1.37%
Calcium Carbonate	1.33%
LWG Leather and Suede	1.28%
EPDM	1.28%
Other Non-Fiber	4.14%

**As a reminder, non-fibers are any material that is not made into a fabric (e.g. leather, sheepskin, films and foams). Fibers are materials made in to a fabric (e.g. cotton and hemp).*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

SANUK MATERIALS DEEPDIVE (CONTINUED)

SANUK PREFERRED MATERIALS

SANUK PREFERRED FIBERS

FY21 SANUK FOOTWEAR
PREFERRED MATERIAL BREAKDOWN

- **64.31%** NON-PREFERRED
- **35.69%** PREFERRED

FY21 SANUK FOOTWEAR
PREFERRED FIBER BREAKDOWN

- **62.74%** NON-PREFERRED
- **37.26%** PREFERRED

SANUK FOOTWEAR PREFERRED FIBER GROWTH

	NON-PREFERRED	PREFERRED
FY19	89.21%	10.79%
FY20	85.76%	14.24%
FY21	62.74%	37.26%

SANUK PREFERRED NON-FIBERS

FY21 SANUK FOOTWEAR
PREFERRED NON-FIBER BREAKDOWN

- **64.61%** NON-PREFERRED
- **35.39%** PREFERRED

SANUK FOOTWEAR PREFERRED NON-FIBER GROWTH

	NON-PREFERRED	PREFERRED
FY19	90.70%	9.30%
FY20	70.76%	29.24%
FY21	64.61%	35.39%

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

SANUK MATERIALS DEEPDIVE (CONTINUED)

SANUK-SPECIFIC PLANT AND PLANT-BASED FIBERS EFFORTS

	USAGE		USAGE
Responsible Cotton and/or Recycled Cotton	43.22%	Rayon	1.07%
Conventional Cotton	38.17%	Viscose	0.30%
Hemp	12.63%	TENCEL Lyocell	0.03%
Jute	3.12%	Straw Fiber	0.02%
Linen	1.44%	Cellulose Acetate	0.01%

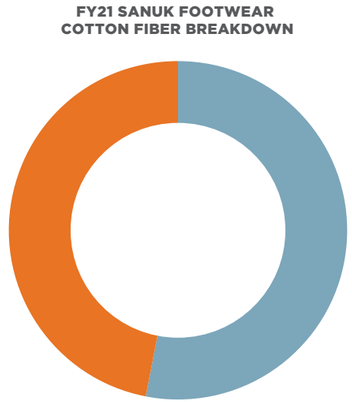
**Note, we expect all our leather and suede to be 100% LWG certified by FY22.*

SANUK-SPECIFIC PLANT AND PLANT-BASED FIBER GROWTH

	NON-PREFERRED	PREFERRED
FY19	86.68%	13.32%
FY20	82.45%	17.55%
FY21	38.72%	61.28%

**Note, we have maintained 100% LWG Sheepskin from FY20 to FY21.*

SANUK RESPONSIBLE COTTON EFFORTS



SANUK-SPECIFIC PREFERRED COTTON FIBER GROWTH

	NON-PREFERRED	PREFERRED
FY19	99.60%	0.40%
FY20	88.90%	11.10%
FY21	46.90%	53.10%

**Note, in FY21, we saw a large uptick in responsible cotton sourced and expecting another large increase in FY22. We are committed to having 100% responsibly sourced cotton by 2025.*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

SANUK MATERIALS DEEPDIVE (CONTINUED)

SANUK-SPECIFIC RESPONSIBLE COTTON BENEFITS

RAW CONVENTIONAL COTTON VS. RESPONSIBLE COTTON FIBERS (INCLUDING RECYCLED COTTON FIBERS)**:**

In FY21, Sanuk used 117,355 lbs of responsible cotton fibers. When comparing the impact of conventional cotton raw fiber usage to the same usage of responsible cotton fibers, Sanuk saved over 196,637 lbs of CO2 eq. emissions, 1.11 billion liters of water and 745,019 MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	**WATER SAVED** (LITERS OF WATER)	**ENERGY SAVED** (MJ)
TOTAL COTTON SAVINGS	196,637	1,111,671,028	745,019

SANUK HEMP EFFORTS

HEMP FIBER VS. CONVENTIONAL COTTON FIBER

In FY21, Sanuk footwear used 25,258 lbs of hemp. When comparing the impact of conventional cotton raw fiber usage to the same usage of hemp, Sanuk sequestered over -150,819 lbs of CO2 eq. emissions, 693 million liters of water and 529,668 MJ of energy.

	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	**WATER SAVED** (LITERS OF WATER)	**ENERGY SAVED** (MJ)
TOTAL HEMP SAVINGS	*(150,819)*	693,427,420	529,668

SANUK PREFERRED EVA EFFORTS

SUGARCANE EVA AND RECYCLED EVA

Sanuk is beginning to experiment with utilization of SugarCane EVA and has been using Recycled EVA since FY19.

SugarCane EVA is a preferred material because it is made using swift-growing, rainwater-fed, renewable sugarcane. Bio-based Ethanol is extracted from the sugarcane, converted into Ethylene, which makes up part of the EVA polymer compound. Using sugarcane as a source for the Ethylene, provides a more sustainable alternative to petroleum based, non-renewable materials often used in conventional footwear. Additionally, sugarcane captures CO2 from the atmosphere and sequesters carbon.

For every pound of Ethanol (ethylene) derived from sugarcane, 1.6 lbs of CO2 is sequestered. Sanuk also intends to continue to explore opportunities to incorporate more recycled EVA into its our products in addition to increased usage of SugarCane EVA.

FY21 SANUK FOOTWEAR PREFERRED EVA BREAKDOWN

- **62.61%** EVA
- **37.34%** RECYCLED EVA
- **0.05%** SUGARCANE EVA

FY21 SANUK FOOTWEAR PREFERRED EVA BREAKDOWN

	NON-PREFERRED	**PREFERRED**
FY19	86.69%	13.31%
FY20	65.92%	34.08%
FY21	62.61%	37.39%

**Note, we expect our usage of preferred EVA to grow in FY22 and FY23.*

APPENDICES

BRAND-SPECIFIC MATERIALS BREAKDOWN (CONTINUED)

SANUK MATERIALS DEEPDIVE (CONTINUED)

SANUK-SPECIFIC PREFERRED POLYESTER EFFORTS

RECYCLED POLYESTER (RPET)

rPET is comprised predominantly of plastic water bottles and other recycled PET packaging waste. In FY21, Sanuk used 16,839 lbs of rPET across all of its products, which is the equivalent of over 452,000 PET water bottles. Sanuk has additionally utilized over 3,200 lbs of post-industrial polyester fabric scrap across all products it produced in FY21. To date, Sanuk has repurposed over 1.64 million PET water bottles and over 31,600 lbs of post industrial polyester fiber and textile scrap.

SANUK LBS OF POST INDUSTRIAL POLYESTER FABRIC SCRAP USED OVER TIME	FOOTWEAR AND FOOTWEAR PACKAGING PET BOTTLES REPURPOSED
FY19 PET BOTTLES DIVERTED	719,298
FY20 PET BOTTLES DIVERTED	471,939
FY21 PET BOTTLES DIVERTED	452,177
TOTAL PET BOTTLES DIVERTED TO DATE	**1,643,415**

SANUK LBS OF POST INDUSTRIAL POLYESTER FABRIC SCRAP USED OVER TIME	FOOTWEAR AND FOOTWEAR PACKAGING LBS OF POST INDUSTRIAL POLYESTER SCRAP
FY19 POLYESTER FABRIC SCRAP	18,847
FY20 POLYESTER FABRIC SCRAP	9,540
FY21 POLYESTER FABRIC SCRAP	3,232
TOTAL POLYESTER FABRIC SCRAP TO DATE	**31,619**

RAW VIRGIN POLYESTER FIBER VS. RAW RECYCLED POLYESTER FIBER

Sanuk footwear used 20,072 lbs of rPET fibers & films (post-consumer) and recycled polyester (post-industrial) in FY21. When comparing the impact of conventional polyester fibers and PET films usage to the same usage of rPET fibers & films (post-consumer) and recycled polyester (post-industrial), Sanuk saved over 71,412 lbs of CO2 eq. emissions, 27.3 million liters of water and 671,108 MJ of energy.

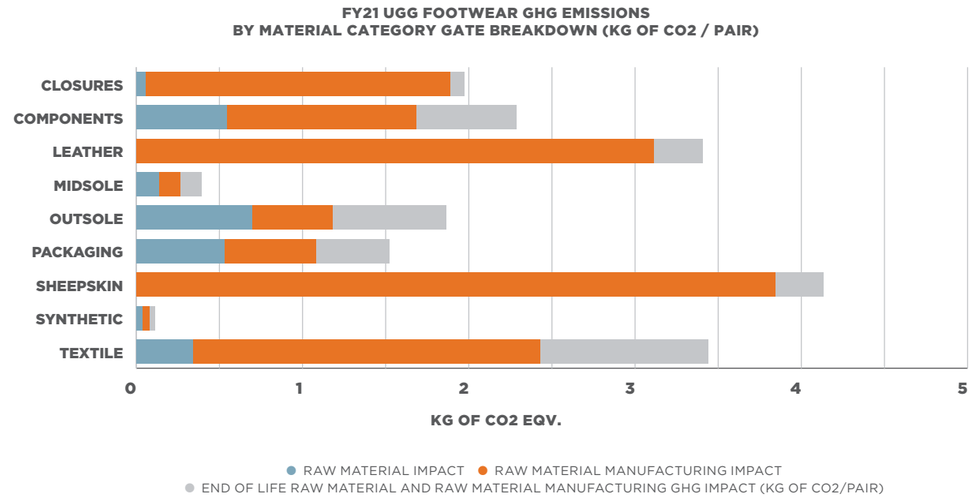
	GREENHOUSE GAS EMISSIONS SAVED (LBS OF CO2)	WATER SAVED (LITERS OF WATER)	ENERGY SAVED (MJ)
TOTAL POLYESTER SAVINGS	71,412	27,399,003	671,108

**Note, the chart above depicts the combined savings from our product and packaging materials. Only materials that are pre and post-consumer polyester and PET substrates are included.*

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA

UGG GHG EMISSIONS BY CATEGORY AND GATE



FY21 UGG FOOTWEAR GHG EMISSIONS (KG OF CO2)

MATERIAL CATEGORY	**RAW MATERIAL GHG IMPACT** (KG OF CO2)	**RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2)	**END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2)
CLOSURES	0.057	1.835	0.082
COMPONENTS	0.549	1.135	0.601
LEATHER	0.000	3.117	0.290
MIDSOLE	0.138	0.127	0.126
OUTSOLE	0.699	0.484	0.680
PACKAGING	0.534	0.548	0.437
SHEEPSKIN	0.000	3.845	0.285
SYNTHETIC	0.039	0.042	0.031
TEXTILE	0.344	2.087	1.007

**Above you can see the raw material impacts are the highest in our components, outsoles, packaging and textiles. The raw material manufacturing impacts in our closures, leather, sheepskin and textiles are the highest and are potential areas to improve. The highest end-of-life impacts are about equal across all material categories.*

UGG FOOTWEAR GHG EMISSIONS BY GATE AND MATERIAL CATEGORY PER PAIR OVER TIME (KG OF CO2 EQV.)

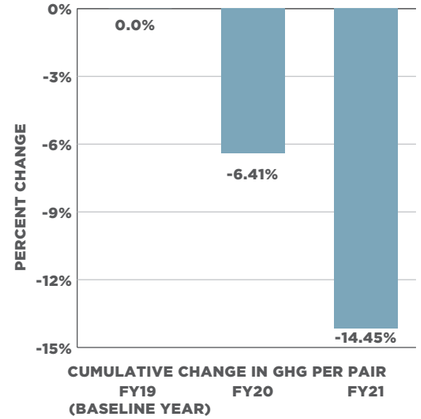
MATERIAL CATEGORY	**RAW MATERIAL GHG IMPACT** (KG OF CO2/PAIR)	**RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2/PAIR)	**END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2/PAIR)	**TOTAL GHG IMPACT** (KG OF CO2/PAIR)
CLOSURES				
FY19	0.065	2.471	0.080	2.616
FY20	0.063	2.061	0.080	2.205
FY21	0.057	1.835	0.082	1.974
COMPONENTS				
FY19	0.674	1.604	0.722	3.000
FY20	0.581	1.188	0.652	2.420
FY21	0.549	1.135	0.601	2.285
LEATHER				
FY19	0.000	3.563	0.329	3.892
FY20	0.000	3.457	0.322	3.780
FY21	0.000	3.117	0.290	3.407
MIDSOLE				
FY19	0.103	0.072	0.098	0.274
FY20	0.132	0.104	0.129	0.365
FY21	0.138	0.127	0.126	0.390
OUTSOLE				
FY19	0.724	0.542	0.720	1.986
FY20	0.712	0.514	0.699	1.925
FY21	0.699	0.484	0.680	1.863
PACKAGING				
FY19	0.532	0.988	0.699	2.219
FY20	0.609	0.722	0.530	1.860
FY21	0.534	0.548	0.437	1.518
SHEEPSKIN				
FY19	0.000	4.395	0.326	4.722
FY20	0.000	4.341	0.322	4.663
FY21	0.000	3.845	0.285	4.130
SYNTHETIC				
FY19	0.037	0.072	0.037	0.146
FY20	0.065	0.096	0.059	0.219
FY21	0.039	0.042	0.031	0.112
TEXTILE				
FY19	0.895	2.092	0.950	3.937
FY20	0.398	2.246	1.033	3.677
FY21	0.344	2.087	1.007	3.438

APPENDICES

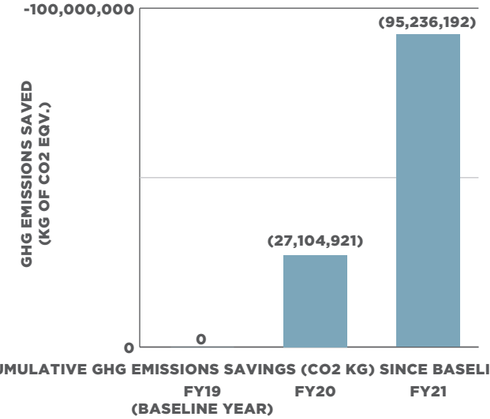
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

UGG FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS (GHG EMISSIONS)

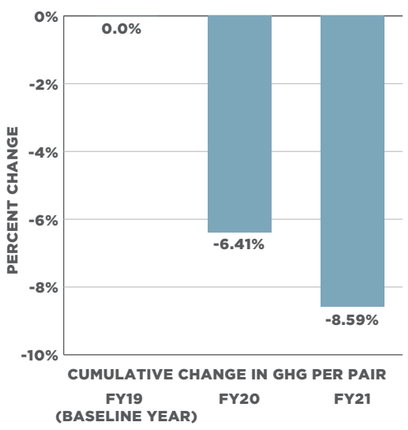
UGG FOOTWEAR GHG EMISSIONS REDUCTION PER PAIR (CUMULATIVE REDUCTION FROM FY19 BASELINE YEAR)



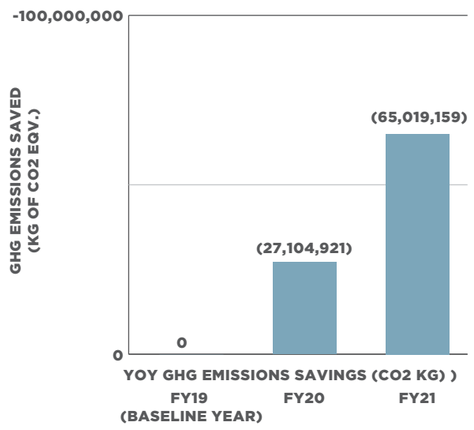
UGG FOOTWEAR MATERIALS GHG EMISSIONS CUMULATIVE SAVINGS



UGG FOOTWEAR GHG EMISSIONS REDUCTION PER PAIR (YEARLY PROGRESS)

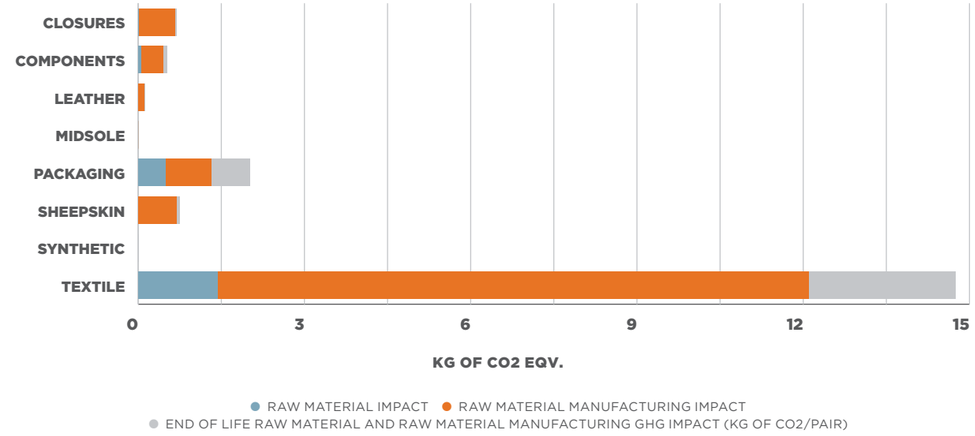


UGG FOOTWEAR MATERIALS GHG EMISSIONS YOY RUNNING TOTAL SAVINGS



UGG APPAREL, ACCESSORIES, AND HOME GOODS GATES (GHG EMISSIONS)

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS GHG EMISSIONS BY MATERIAL CATEGORY GATE BREAKDOWN (KG OF CO2 / LBS OF MATERIAL SOURCED)



FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS GHG EMISSIONS (KG OF CO2)

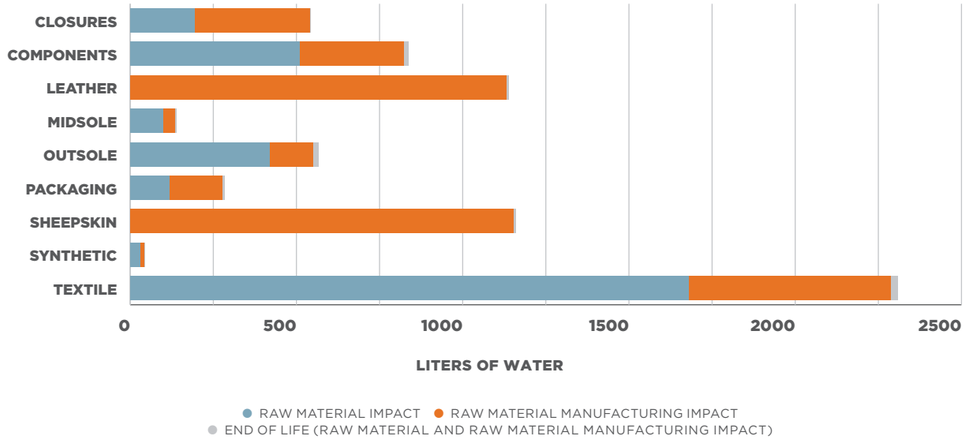
MATERIAL CATEGORY	RAW MATERIAL GHG IMPACT (KG OF CO2)	RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)
CLOSURES	0.012	0.667	0.015
COMPONENTS	0.055	0.403	0.064
LEATHER	0.000	0.121	0.011
MIDSOLE	0.000	0.000	0.000
OUTSOLE	0.497	0.828	0.693
PACKAGING	0.000	0.705	0.052
SHEEPSKIN	0.001	0.002	0.001
SYNTHETIC	1.443	10.665	2.637
TEXTILE	0.344	2.087	1.007

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

UGG WATER USAGE BY CATEGORY AND GATE

FY21 UGG FOOTWEAR WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN (LITERS OF WATER / PAIR)



FY21 UGG FOOTWEAR WATER USAGE (LITERS OF WATER)

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)
CLOSURES	196.1	344.2	1.7
COMPONENTS	510.9	312.2	13.0
LEATHER	0.0	1132.9	5.9
MIDSOLE	100.0	36.2	2.9
OUTSOLE	419.9	130.8	15.1
PACKAGING	119.3	159.2	6.9
SHEEPSKIN	0.0	1154.7	5.8
SYNTHETIC	30.3	13.7	0.7
TEXTILE	1679.7	609.1	21.0

**Above you can see the raw materials with highest impact are components, outsoles and textile, while the highest raw material manufacturing is in our leather and sheepskin categories.*

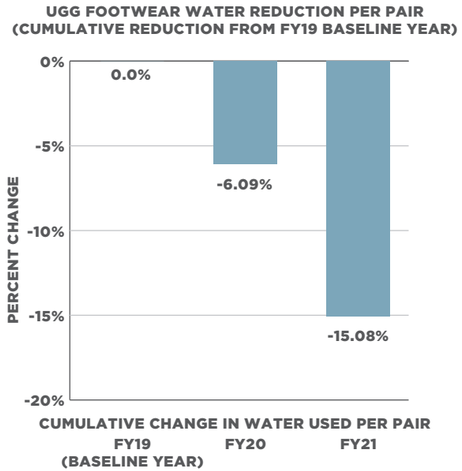
UGG FOOTWEAR WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (LITERS OF WATER)

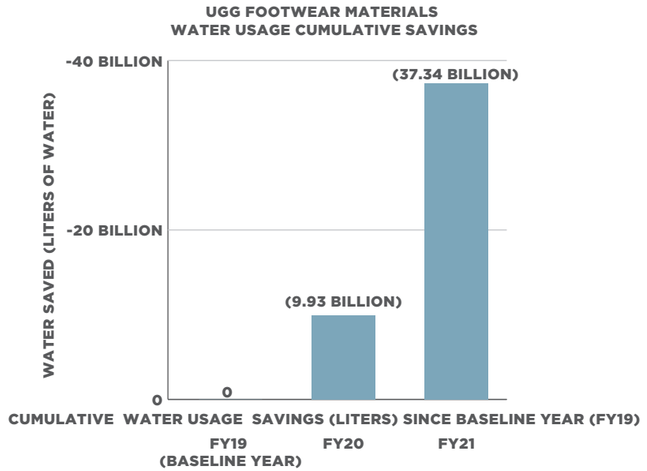
MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	TOTAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)
CLOSURES				
FY19	185.2	455.3	1.7	642.3
FY20	181.5	385.6	1.7	568.8
FY21	196.1	344.2	1.7	542.0
COMPONENTS				
FY19	638.2	440.1	15.6	1093.9
FY20	551.3	343.5	14.0	908.9
FY21	510.9	312.2	13.0	836.1
LEATHER				
FY19	0.0	1263.8	6.7	1270.5
FY20	0.0	1223.8	6.5	1230.3
FY21	0.0	1132.9	5.9	1138.7
MIDSOLE				
FY19	70.4	24.9	2.2	97.5
FY20	90.6	35.7	3.0	129.3
FY21	100.0	36.2	2.9	139.1
OUTSOLE				
FY19	420.4	145.5	16.0	582.0
FY20	415.3	139.7	15.5	570.5
FY21	419.9	130.8	15.1	565.8
PACKAGING				
FY19	315.0	254.5	11.0	580.6
FY20	149.3	192.9	8.3	350.5
FY21	119.3	159.2	6.9	285.4
SHEEPSKIN				
FY19	0.0	1320.0	6.6	1326.6
FY20	0.0	1303.5	6.5	1310.0
FY21	0.0	1154.7	5.8	1160.4
SYNTHETIC				
FY19	23.9	20.0	0.8	44.7
FY20	52.2	28.4	1.3	81.8
FY21	30.3	13.7	0.7	44.7
TEXTILE				
FY19	2242.0	613.7	19.7	2875.4
FY20	1977.8	650.4	21.5	2649.7
FY21	1679.7	609.1	21.0	2309.8

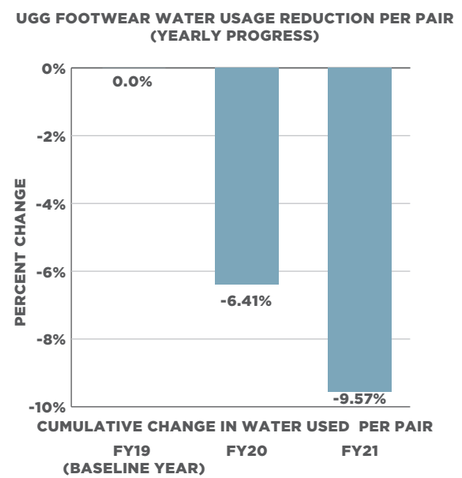
APPENDICES

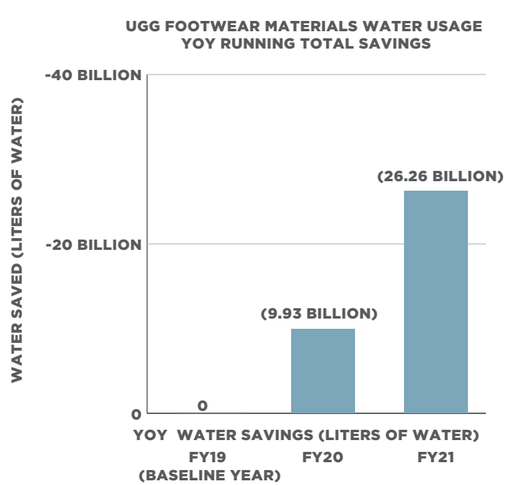
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

UGG FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS (WATER USAGE)

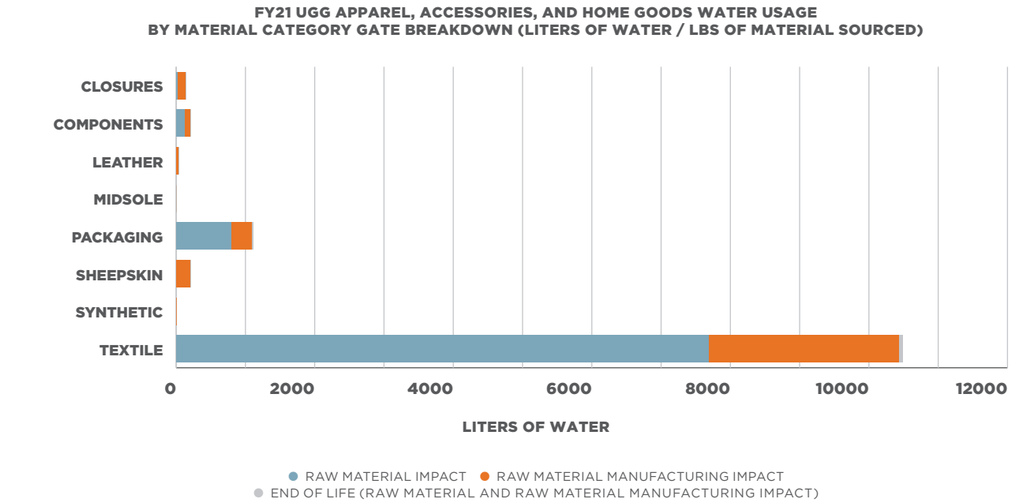








UGG APPAREL, ACCESSORIES, AND HOME GOODS GATES (WATER USAGE)



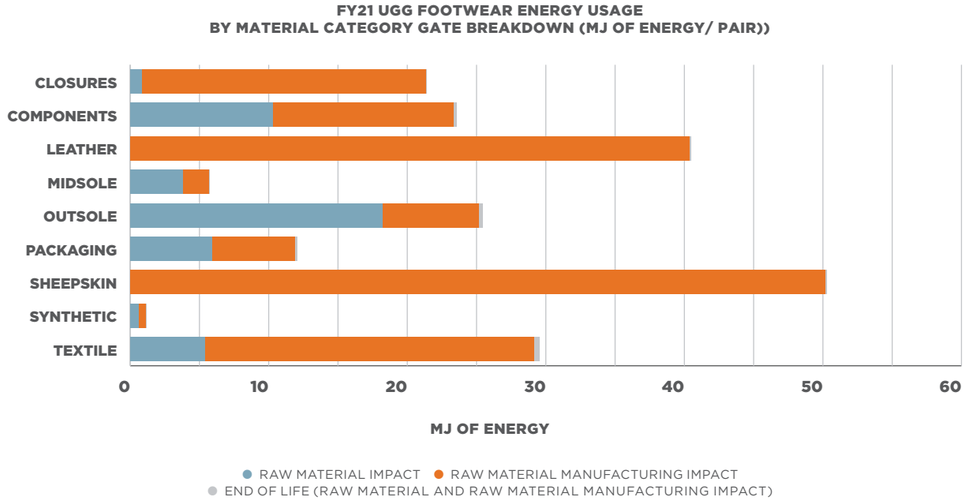
FY21 UGG FOOTWEAR WATER USAGE (LITERS OF WATER)

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)
CLOSURES	26.6	118.8	0.3
COMPONENTS	124.1	84.6	1.4
LEATHER	0.0	43.4	0.2
MIDSOLE	0.0	0.0	0.0
PACKAGING	800.3	291.9	13.8
SHEEPSKIN	0.0	211.6	1.1
SYNTHETIC	0.7	0.5	0.0
TEXTILE	7687.9	2749.8	55.8

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

UGG ENERGY USAGE BY CATEGORY AND GATE



FY21 UGG FOOTWEAR ENERGY USAGE (MJ OF ENERGY)

MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)
CLOSURES	0.84	20.54	0.03
COMPONENTS	10.33	13.00	0.22
LEATHER	0.00	40.39	0.10
MIDSOLE	3.85	1.84	0.05
OUTSOLE	18.25	6.95	0.26
PACKAGING	5.94	6.00	0.12
SHEEPSKIN	0.00	50.18	0.10
SYNTHETIC	0.65	0.49	0.01
TEXTILE	5.38	23.81	0.36

**Above you can see the raw materials with highest impact are component and outsoles, while the highest raw material manufacturing is in our closures, leather and sheepskin categories.*

UGG FOOTWEAR ENERGY USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (MJ OF ENERGY)

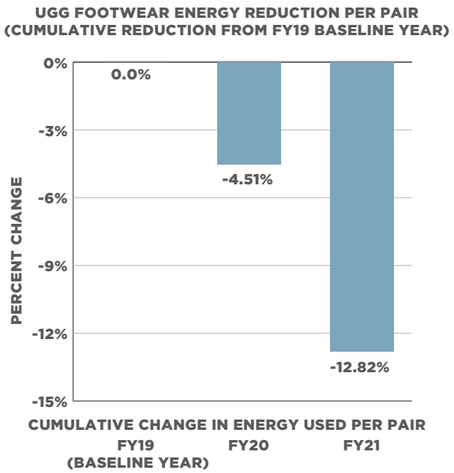
MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	TOTAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)
CLOSURES				
FY19	0.95	27.62	0.03	28.60
FY20	0.97	23.10	0.03	24.10
FY21	0.84	20.54	0.03	21.41
COMPONENTS				
FY19	12.61	18.40	0.27	31.27
FY20	10.97	13.65	0.24	24.86
FY21	10.33	13.00	0.22	23.55
LEATHER				
FY19	0.00	46.18	0.12	46.30
FY20	0.00	44.81	0.11	44.92
FY21	0.00	40.39	0.10	40.49
MIDSOLE				
FY19	2.57	1.02	0.04	3.63
FY20	3.43	1.47	0.05	4.95
FY21	3.85	1.84	0.05	5.73
OUTSOLE				
FY19	19.22	7.84	0.27	27.33
FY20	18.77	7.44	0.26	26.48
FY21	18.25	6.95	0.26	25.46
PACKAGING				
FY19	8.25	10.70	0.20	19.15
FY20	6.72	7.84	0.15	14.71
FY21	5.94	6.00	0.12	12.07
SHEEPSKIN				
FY19	0.00	57.37	0.11	57.48
FY20	0.00	56.65	0.11	56.76
FY21	0.00	50.18	0.10	50.28
SYNTHETIC				
FY19	0.64	0.83	0.01	1.48
FY20	1.08	1.13	0.02	2.23
FY21	0.65	0.49	0.01	1.15
TEXTILE				
FY19	6.35	23.92	0.34	30.60
FY20	6.15	25.67	0.37	32.19
FY21	5.38	23.81	0.36	29.56

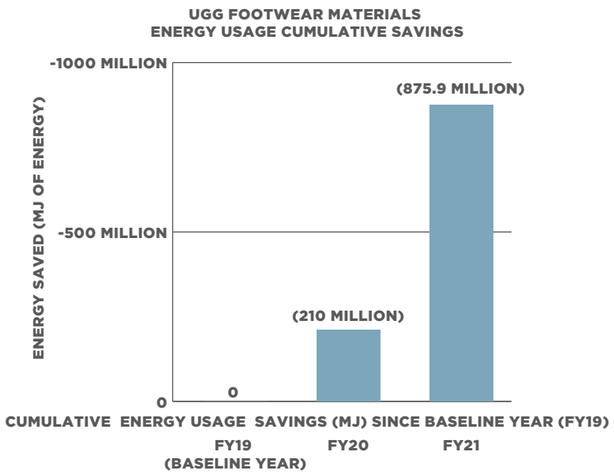
APPENDICES

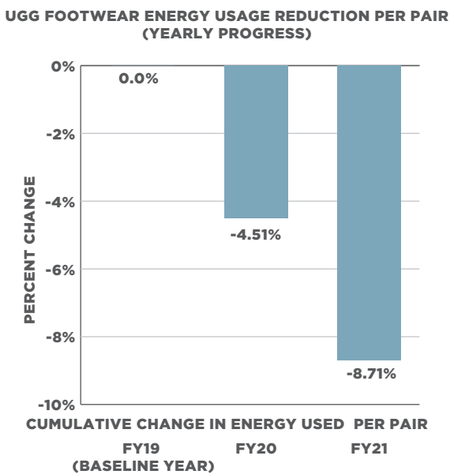
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

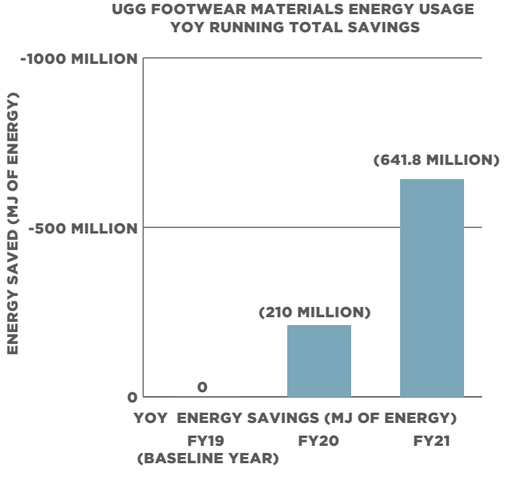
UGG ENERGY USAGE

UGG FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS

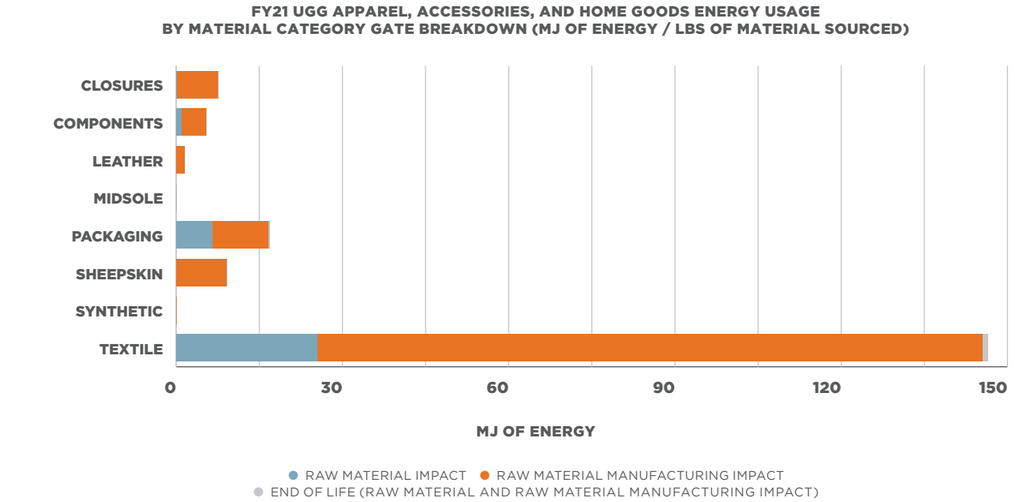








UGG APPAREL, ACCESSORIES, AND HOME GOODS GATES (ENERGY USAGE)



FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS ENERGY USAGE (MJ OF ENERGY)

MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)
CLOSURES	0.16	7.40	0.01
COMPONENTS	1.00	4.49	0.02
LEATHER	0.00	1.56	0.00
MIDSOLE	0.00	0.00	0.00
PACKAGING	6.52	10.09	0.24
SHEEPSKIN	0.00	9.20	0.02
SYNTHETIC	0.02	0.02	0.00
TEXTILE	25.44	120.14	0.96

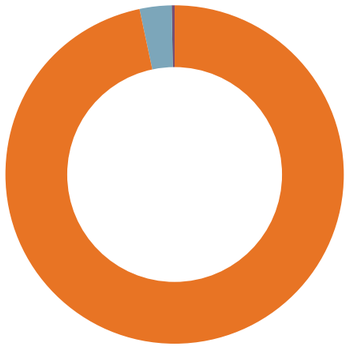
APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

UGG PACKAGING MATERIALS AND TREES SAVED

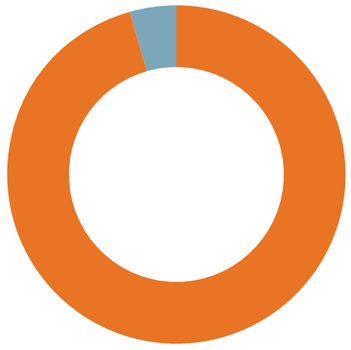
UGG makes up over 60% of our footwear packaging dunnage and nearly 97% of our apparel, accessories and home goods packaging. UGG strives to remove virgin non-certified paper, and incorporate more certified and recycled paper into our packaging, such as FSC and FSC mixed paper substrates. UGG's recycled paper efforts have saved over 2.26 million trees since 2016. Since 2016, UGG has looked at their packaging critically, removing materials where possible, replacing with higher recyclable materials and re-engineering to reduce waste and overall dunnage. We are proud that UGG's footwear packaging uses only 3.0% plastic. To date, UGG has saved over 13 million lbs of footwear packaging which in turn lowered UGG's packaging greenhouse gas emissions per pair by 31.6%.

FY21 UGG FOOTWEAR PACKAGING SUBSTRATE BREAKDOWN



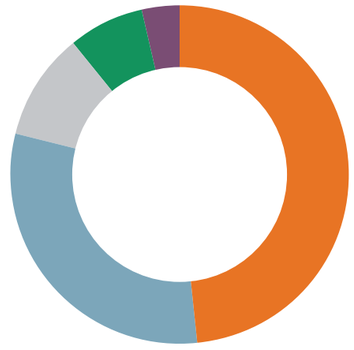
- **96.83%** PAPER
- **3.04%** PLASTIC
- **0.1%** SYNTHETIC FIBER
- **0.01%** METAL
- **0.01%** PLANT FIBER

FY21 UGG FOOTWEAR CERTIFIED AND/OR RECYCLED PACKAGING



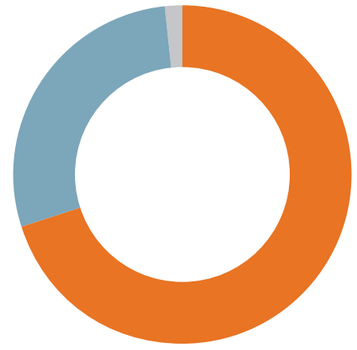
- **95.79%** CERTIFIED AND/OR RECYCLED
- **4.21%** VIRGIN AND UNCERTIFIED

FY21 UGG FOOTWEAR PAPER PACKAGING



- **48.53%** FSC FOREST STEWARDSHIP COUNSEL (RECYCLED)
- **30.62%** RECYCLED (UNCERTIFIED)
- **10.08%** FSC FOREST STEWARDSHIP COUNSEL (VIRGIN)
- **7.44%** GRS GLOBAL RECYCLING STANDARD
- **3.34%** VIRGIN (UNCERTIFIED)

FY21 UGG FOOTWEAR PLASTIC PACKAGING



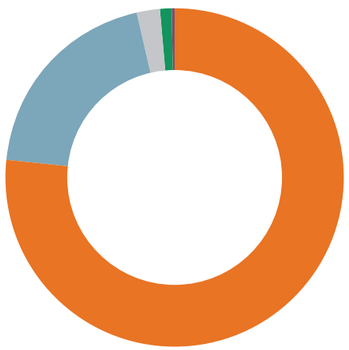
- **70.19%** GRS GLOBAL RECYCLING STANDARD
- **28.24%** VIRGIN (UNCERTIFIED)
- **1.57%** RECYCLED (UNCERTIFIED)

UGG FOOTWEAR PREFERRED PACKAGING SUBSTRATES OVER TIME	FY17	FY18	FY19	FY20	FY21
VIRGIN AND UNCERTIFIED	15.9%	18.1%	18.8%	3.5%	4.2%
CERTIFIED AND/OR RECYCLED	84.1%	81.9%	81.2%	96.5%	95.8%

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

UGG PACKAGING MATERIALS AND TREES SAVED (CONTINUED)

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS PACKAGING SUBSTRATE BREAKDOWN

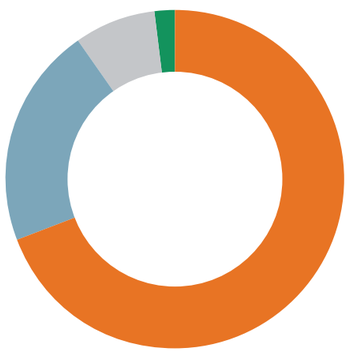


- **76.7%** PAPER
- **19.82%** PLASTIC
- **2.27%** PLANT FIBER
- **1.14%** SYNTHETIC FIBER
- **0.07%** METAL

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS CERTIFIED AND/OR RECYCLED PACKAGING

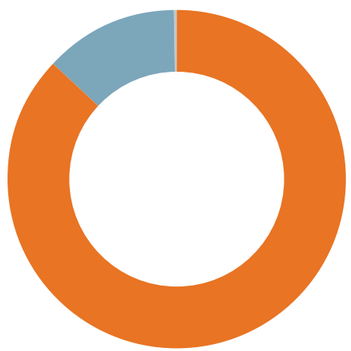
- **78.33%** CERTIFIED AND/OR RECYCLED
- **21.67%** VIRGIN AND UNCERTIFIED

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS PAPER PACKAGING



- **69.26%** RECYCLED (UNCERTIFIED)
- **21.07%** VIRGIN (UNCERTIFIED)
- **7.77%** FSC FOREST STEWARDSHIP COUNSEL (VIRGIN)
- **1.9%** FSC FOREST STEWARDSHIP COUNSEL (RECYCLED)

FY21 UGG APPAREL, ACCESSORIES, AND HOME GOODS PLASTIC PACKAGING



- **87.11%** GRS GLOBAL RECYCLING STANDARD
- **12.85%** VIRGIN (UNCERTIFIED)
- **0.04%** RECYCLED (UNCERTIFIED)

UGG APPAREL, ACCESSORIES, AND HOME GOODS PREFERRED PACKAGING SUBSTRATES OVER TIME	FY20	FY21
VIRGIN AND UNCERTIFIED	32.86%	21.62%
CERTIFIED AND/OR RECYCLED	67.14%	78.38%

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

UGG PACKAGING MATERIALS LCA

	GHG EMISSIONS (EQV. CO2 KG) PER PAIR	CUMULATIVE CHANGE IN GHG EMISSION PER PAIR	UGG GHG EMISSIONS SAVINGS (EQV. CO2 KG) SINCE BASELINE YEAR (FY19)
FY19 (BASELINE YEAR)	2.2	— %	-
FY20	1.9	*(16.17)%*	*(7,374,371)*
FY21	1.5	*(31.61)%*	*(23,447,534)*
	WATER USAGE (LITERS) PER PAIR	**CUMULATIVE CHANGE IN WATER USE PER PAIR**	**UGG WATER USAGE SAVINGS (LITERS) SINCE BASELINE YEAR** (FY19)
FY19 (BASELINE YEAR)	580.6	— %	-
FY20	350.5	*(39.62)%*	*(4,727,885,933)*
FY21	285.4	*(50.84)%*	*(11,490,850,994)*
	ENERGY (MJ) **PER PAIR**	**CUMULATIVE CHANGE IN ENERGY PER PAIR**	**UGG ENERGY USAGE SAVINGS** (MJ) **SINCE BASELINE YEAR** (FY19)
FY19 (BASELINE YEAR)	19.1	— %	-
FY20	14.7	*(23.18)%*	*(91,211,621)*
FY21	12.1	*(36.97)%*	*(162,177,106)*
	DUNNAGE (LBS) **PER PAIR**	**CUMULATIVE CHANGE**	**UGG DUNNAGE SAVINGS** (LBS) **SINCE BASELINE YEAR** (FY17)
FY17 (BASELINE YEAR)	1.39	— %	-
FY18	1.32	*(5.29)%*	*(1,793,822)*
FY19	1.44	3.56%	(802,971)
FY20	1.18	*(15.00)%*	*(5,096,670)*
FY21	1.05	*(24.91)%*	*(13,043,331)*

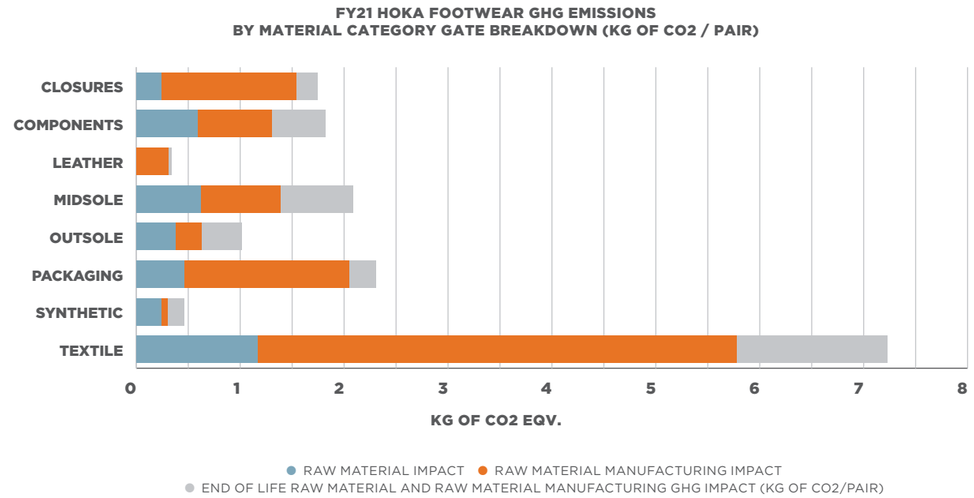
BRAND	FY17 TREES SAVED	FY18 TREES SAVED	FY19 TREES SAVED	FY20 TREES SAVED	FY21 TREES SAVED	TOTAL TREES SAVED TO DATE
UGG	327,105	513,219	478,267	460,859	480,643	**2,260,093**

Notes, this calculation is based on the Environmental Paper Network's paper calculator.* ***https://c.environmentalpaper.org/calculate.html**. Results are calculated using a combination of substrates including recycled corrugated board, tissue paper, paperboard and molded pulp. The methodology includes the forest residues left behind during pulpwood harvest in the forests (i.e., slash, roots). Forest residues are roughly 50% of biomass left after harvest.*

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

HOKA GHG EMISSIONS BY CATEGORY AND GATE



FY21 HOKA FOOTWEAR GHG EMISSIONS (KG OF CO2)

MATERIAL CATEGORY	**RAW MATERIAL GHG IMPACT** (KG OF CO2)	**RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2)	**END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2)
CLOSURES	0.240	1.305	0.201
COMPONENTS	0.593	0.714	0.516
LEATHER	0.000	0.309	0.030
MIDSOLE	0.620	0.773	0.695
OUTSOLE	0.381	0.253	0.385
PACKAGING	0.463	1.589	0.258
SYNTHETIC	0.239	0.068	0.154
TEXTILE	1.171	4.606	1.450

**Here you can see the raw material impacts are the highest in our components, midsoles, outsoles and textiles. The raw material manufacturing impacts in our closures, midsoles, packaging and textiles are the highest and are areas of interest to improve. The highest end of life impacts are about equal across leather and midsoles.*

HOKA FOOTWEAR GHG EMISSIONS BY GATE AND MATERIAL CATEGORY PER PAIR OVER TIME (KG OF CO2 EQV.)

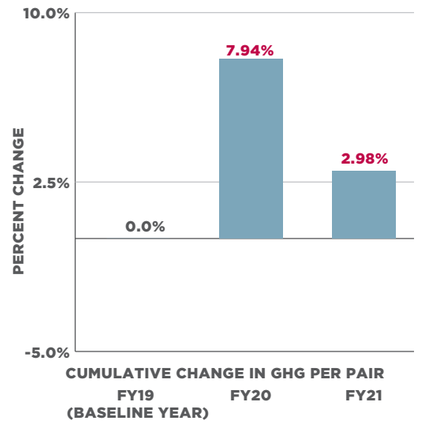
MATERIAL CATEGORY	**RAW MATERIAL GHG IMPACT** (KG OF CO2/PAIR)	**RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2/PAIR)	**END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2/PAIR)	**TOTAL GHG IMPACT** (KG OF CO2/PAIR)
CLOSURES				
FY19	0.275	1.057	0.206	1.539
FY20	0.274	1.286	0.206	1.766
FY21	0.240	1.305	0.201	1.746
COMPONENTS				
FY19	0.653	0.952	0.602	2.206
FY20	0.652	0.915	0.573	2.139
FY21	0.593	0.714	0.516	1.823
LEATHER				
FY19	0.000	0.169	0.016	0.185
FY20	0.000	0.271	0.026	0.297
FY21	0.000	0.309	0.030	0.339
MIDSOLE				
FY19	0.582	0.755	0.723	2.060
FY20	0.527	0.695	0.650	1.872
FY21	0.620	0.773	0.695	2.088
OUTSOLE				
FY19	0.450	0.312	0.487	1.250
FY20	0.342	0.235	0.359	0.936
FY21	0.381	0.253	0.385	1.019
PACKAGING				
FY19	0.457	1.589	0.272	2.318
FY20	0.471	1.633	0.249	2.352
FY21	0.463	1.589	0.258	2.310
SYNTHETIC				
FY19	0.253	0.115	0.188	0.555
FY20	0.271	0.105	0.189	0.566
FY21	0.239	0.068	0.154	0.461
TEXTILE				
FY19	1.152	4.073	1.256	6.481
FY20	1.412	4.907	1.515	7.834
FY21	1.171	4.606	1.450	7.227

APPENDICES

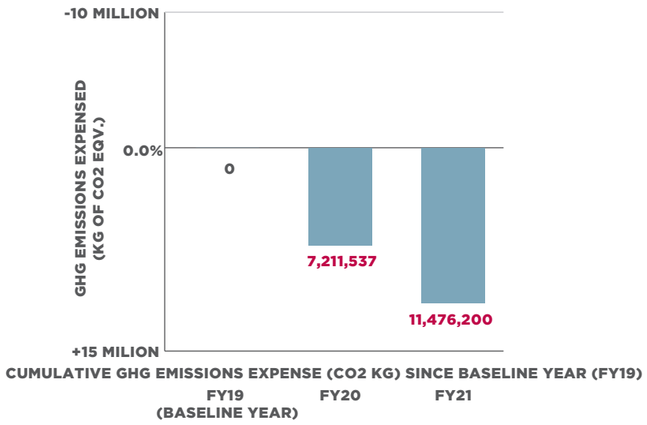
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

HOKA FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS (GHG EMISSIONS)

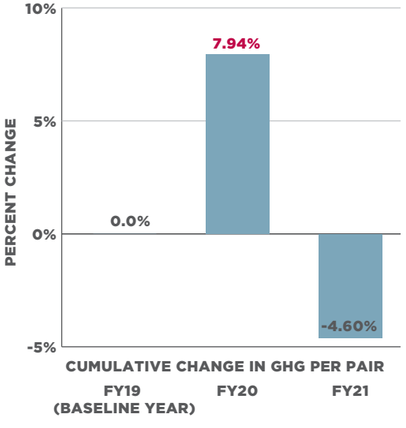
HOKA FOOTWEAR GHG EMISSIONS BREAKDOWN PER PAIR (CUMULATIVE BREAKDOWN FROM FY19 BASELINE YEAR)



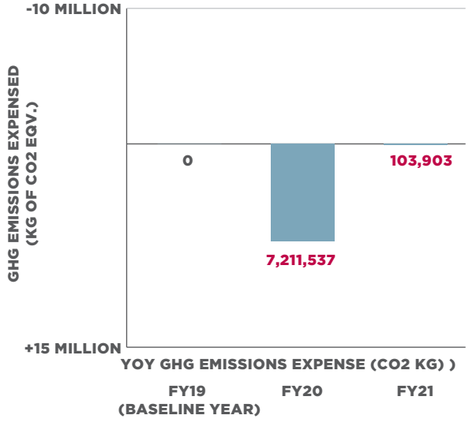
HOKA FOOTWEAR MATERIALS GHG EMISSIONS CUMULATIVE EXPENSE



HOKA FOOTWEAR GHG EMISSIONS BREAKDOWN PER PAIR (YEARLY PROGRESS)

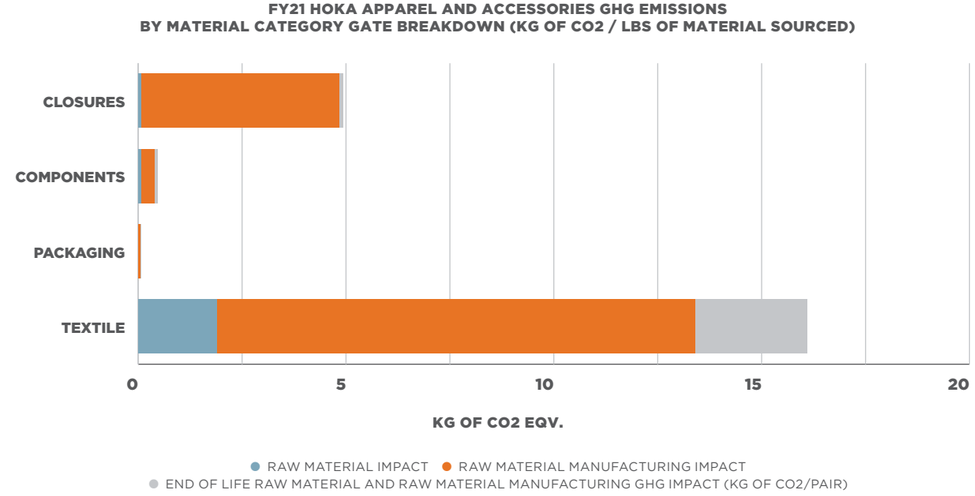


HOKA FOOTWEAR MATERIALS GHG EMISSIONS YOY RUNNING TOTAL EXPENSE



HOKA APPAREL AND ACCESSORIES GATES (GHG EMISSIONS)

FY21 HOKA APPAREL AND ACCESSORIES GHG EMISSIONS BY MATERIAL CATEGORY GATE BREAKDOWN (KG OF CO2 / LBS OF MATERIAL SOURCED)



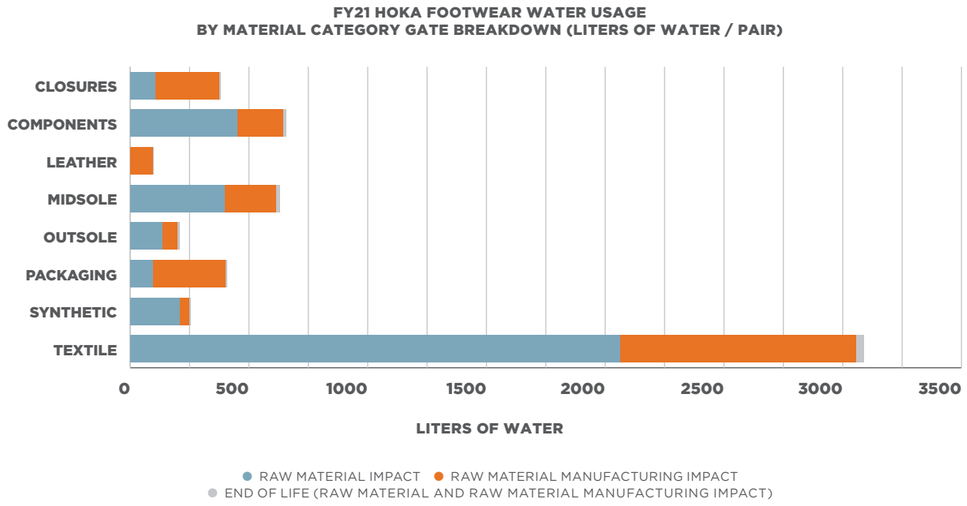
FY21 HOKA APPAREL AND ACCESSORIES EMISSIONS (KG OF CO2)

MATERIAL CATEGORY	RAW MATERIAL GHG IMPACT (KG OF CO2)	RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)
CLOSURES	0.083	4.762	0.093
COMPONENTS	0.078	0.312	0.073
PACKAGING	0.005	0.055	0.009
TEXTILE	1.902	11.503	2.693

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

HOKA WATER USAGE BY CATEGORY AND GATE



FY21 HOKA FOOTWEAR WATER USAGE (LITERS OF WATER)

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)
CLOSURES	105.9	270.5	4.2
COMPONENTS	454.0	189.7	11.4
LEATHER	0.0	97.2	0.6
MIDSOLE	398.6	216.4	15.1
OUTSOLE	136.8	64.9	8.0
PACKAGING	97.8	304.9	4.1
SYNTHETIC	211.0	40.3	3.6
TEXTILE	2064.5	991.3	31.8

HOKA FOOTWEAR WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (LITERS OF WATER)

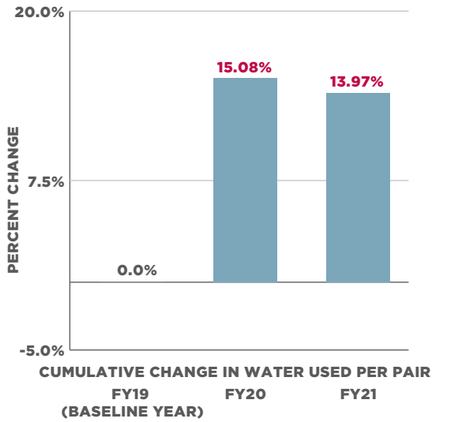
MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	TOTAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)
CLOSURES				
FY19	97.1	229.8	4.3	331.1
FY20	101.0	269.2	4.3	374.5
FY21	105.9	270.5	4.2	380.6
COMPONENTS				
FY19	522.7	249.5	13.2	785.4
FY20	495.8	236.1	12.6	744.4
FY21	454.0	189.7	11.4	655.2
LEATHER				
FY19	0.0	53.6	0.3	53.9
FY20	0.0	84.7	0.5	85.3
FY21	0.0	97.2	0.6	97.8
MIDSOLE				
FY19	338.3	211.6	15.4	565.3
FY20	310.9	194.6	14.0	519.5
FY21	398.6	216.4	15.1	630.2
OUTSOLE				
FY19	168.4	81.3	10.1	259.9
FY20	128.9	60.9	7.5	197.2
FY21	136.8	64.9	8.0	209.8
PACKAGING				
FY19	100.0	304.3	4.3	408.6
FY20	95.2	312.9	4.0	412.1
FY21	97.8	304.9	4.1	406.8
SYNTHETIC				
FY19	207.5	56.3	4.3	268.1
FY20	231.2	54.3	4.3	289.9
FY21	211.0	40.3	3.6	254.9
TEXTILE				
FY19	1494.6	878.7	27.4	2400.6
FY20	2056.7	1067.6	33.0	3157.2
FY21	2064.5	991.3	31.8	3087.5

APPENDICES

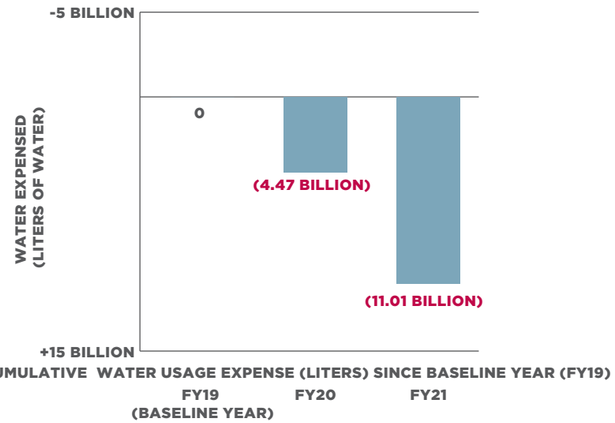
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

HOKA FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS (WATER USAGE)

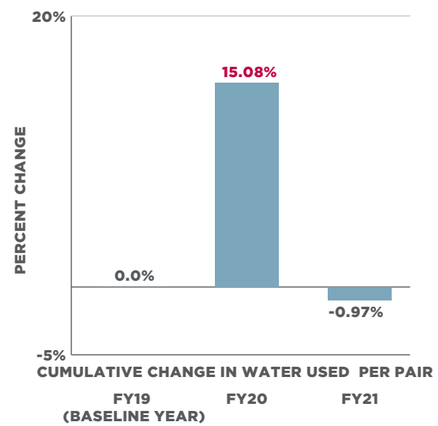
HOKA FOOTWEAR WATER BREAKDOWN PER PAIR (CUMULATIVE BREAKDOWN FROM FY19 BASELINE YEAR)



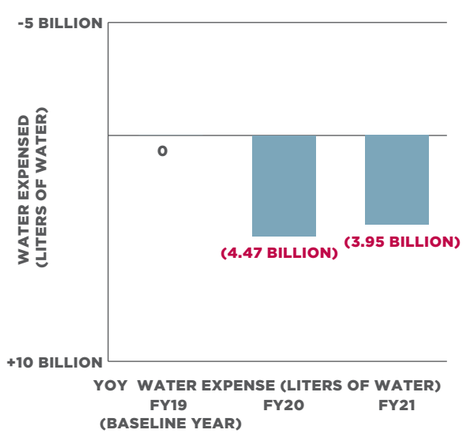
HOKA FOOTWEAR MATERIALS WATER USAGE CUMULATIVE EXPENSE



HOKA FOOTWEAR WATER USAGE BREAKDOWN PER PAIR (YEARLY PROGRESS)

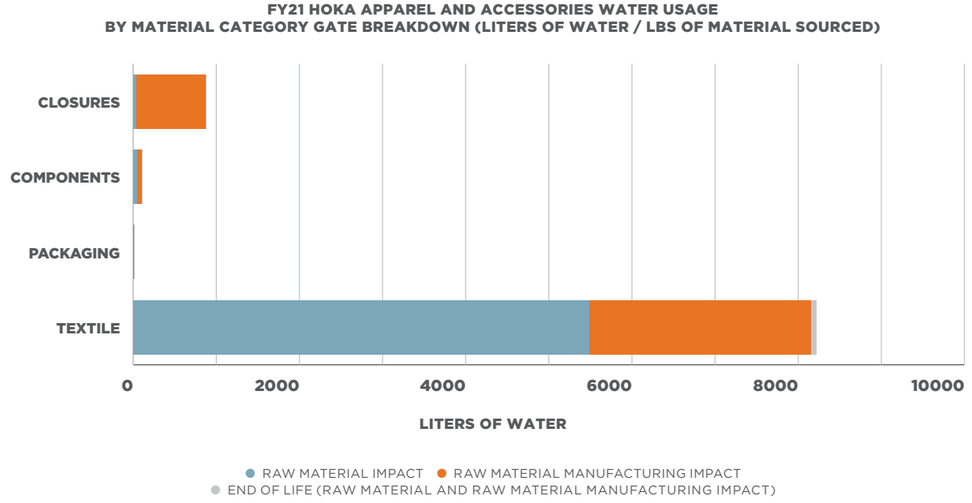


HOKA FOOTWEAR MATERIALS WATER USAGE YOY RUNNING TOTAL EXPENSE



HOKA APPAREL AND ACCESSORIES GATES (WATER USAGE)

FY21 HOKA APPAREL AND ACCESSORIES WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN (LITERS OF WATER / LBS OF MATERIAL SOURCED)



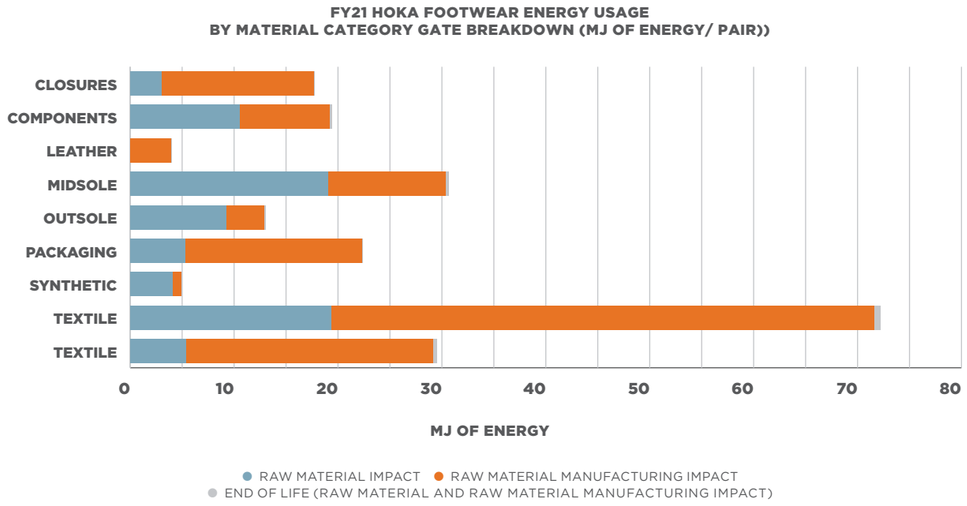
FY21 HOKA APPAREL AND ACCESSORIES WATER USAGE (LITERS OF WATER)

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)
CLOSURES	40.8	835.9	2.0
COMPONENTS	44.2	65.3	1.5
PACKAGING	3.1	12.8	0.2
TEXTILE	5483.9	2674.9	57.5

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

HOKA ENERGY USAGE BY CATEGORY AND GATE



FY21 HOKA FOOTWEAR ENERGY USAGE (MJ OF ENERGY)

MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)
CLOSURES	3.06	14.60	0.07
COMPONENTS	10.57	8.66	0.20
LEATHER	0.00	4.01	0.01
MIDSOLE	19.10	11.32	0.26
OUTSOLE	9.26	3.68	0.14
PACKAGING	5.29	17.06	0.07
SYNTHETIC	4.12	0.85	0.06
TEXTILE	19.40	52.28	0.54
TEXTILE	5.38	23.81	0.36

**Above you can see the raw material impacts are the highest in our components, midsoles, and textiles. The raw material manufacturing impacts in our closures, midsoles and textiles are potential areas to improve..*

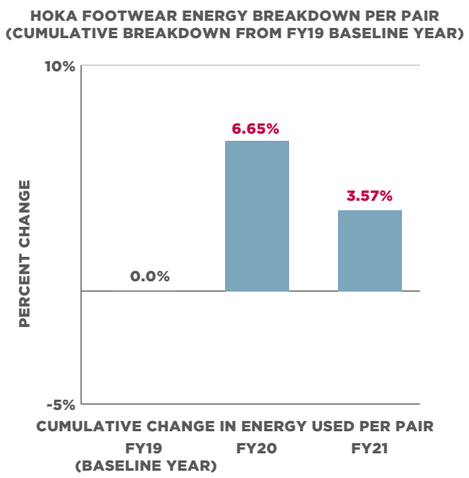
HOKA FOOTWEAR ENERGY USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (MJ OF ENERGY)

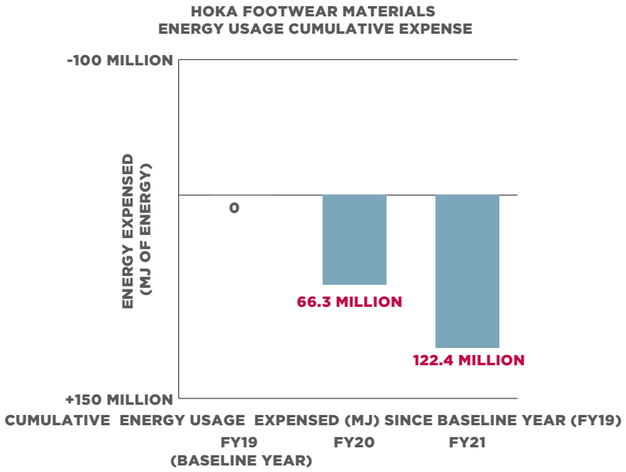
MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	TOTAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)
CLOSURES				
FY19	3.46	11.85	0.07	15.39
FY20	3.44	14.39	0.07	17.90
FY21	3.06	14.60	0.07	17.73
COMPONENTS				
FY19	12.14	11.30	0.23	23.66
FY20	11.27	10.87	0.22	22.36
FY21	10.57	8.66	0.20	19.43
LEATHER				
FY19	0.00	2.20	0.01	2.20
FY20	0.00	3.52	0.01	3.53
FY21	0.00	4.01	0.01	4.02
MIDSOLE				
FY19	18.86	11.08	0.26	30.20
FY20	17.00	10.18	0.24	27.42
FY21	19.10	11.32	0.26	30.68
OUTSOLE				
FY19	11.28	4.57	0.17	16.02
FY20	8.42	3.43	0.13	11.98
FY21	9.26	3.68	0.14	13.08
PACKAGING				
FY19	5.29	17.06	0.08	22.42
FY20	5.26	17.54	0.07	22.86
FY21	5.29	17.06	0.07	22.43
SYNTHETIC				
FY19	4.35	1.39	0.07	5.82
FY20	4.69	1.29	0.08	6.05
FY21	4.12	0.85	0.06	5.03
TEXTILE				
FY19	16.68	46.16	0.47	63.30
FY20	21.60	55.62	0.56	77.78
FY21	19.40	52.28	0.54	72.22

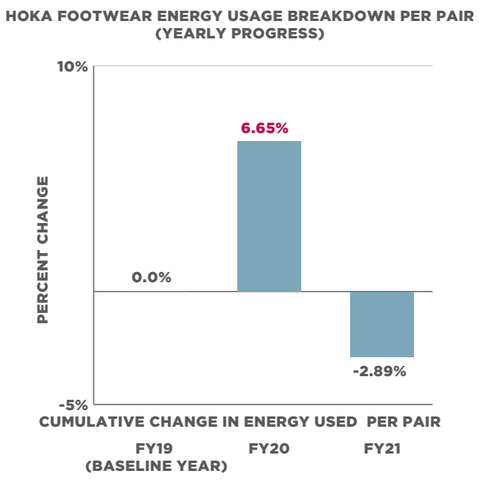
APPENDICES

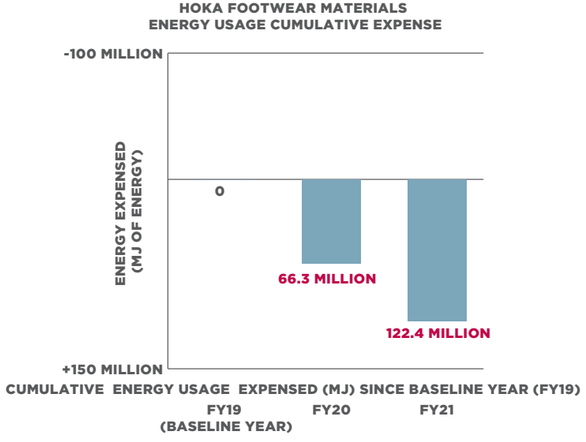
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

HOKA FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS (ENERGY USAGE)

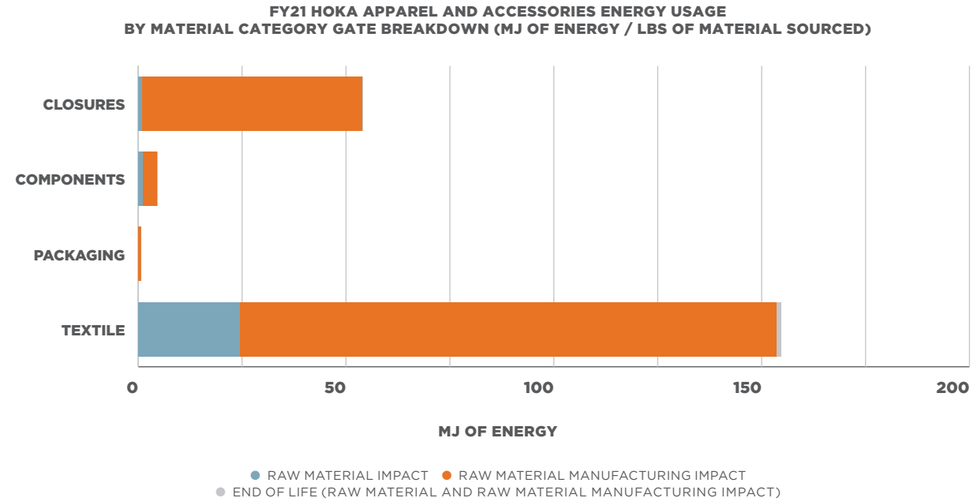








HOKA APPAREL AND ACCESSORIES GATES (ENERGY USAGE)



FY21 HOKA APPAREL AND ACCESSORIES ENERGY USAGE (MJ OF ENERGY)

MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)
CLOSURES	1.08	52.86	0.03
COMPONENTS	1.12	3.45	0.03
PACKAGING	0.08	0.61	0.00
TEXTILE	24.57	129.06	0.99

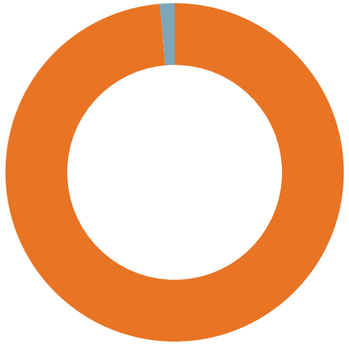
APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

HOKA PACKAGING AND TREES SAVED

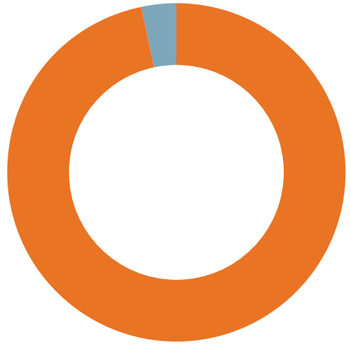
HOKA makes up over 23% of our footwear packaging dunnage and 3.14% of our apparel, accessories and home goods packaging. HOKA strives to remove virgin non-certified paper, and incorporate more certified and recycled paper into its packaging, such as FSC and FSC mixed paper substrates. HOKA's recycled paper efforts have saved over 459,000 trees since 2016. Since 2016, HOKA has looked at their packaging critically, removing materials where possible, replacing with higher recyclable materials and re-engineering to reduce waste and overall dunnage. We are proud that HOKA's footwear packaging uses only 1.3% plastic. To date, HOKA has saved over 2.76 million lbs of footwear packaging.

FY21 HOKA FOOTWEAR PACKAGING SUBSTRATE BREAKDOWN



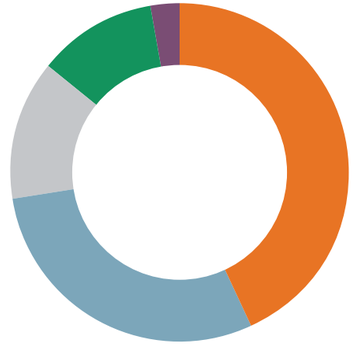
- **98.74%** PAPER
- **1.26%** PLASTIC

FY21 HOKA FOOTWEAR CERTIFIED AND/OR RECYCLED PACKAGING



- **96.82%** CERTIFIED AND/OR RECYCLED
- **3.18%** VIRGIN AND UNCERTIFIED

FY21 HOKA FOOTWEAR PAPER PACKAGING



- **43.25%** FSC FOREST STEWARDSHIP COUNSEL (RECYCLED)
- **29.51%** RECYCLED (UNCERTIFIED)
- **13.25%** FSC FOREST STEWARDSHIP COUNSEL (VIRGIN)
- **11.39%** GRS GLOBAL RECYCLING STANDARD
- **2.6%** VIRGIN (UNCERTIFIED)

FY21 HOKA FOOTWEAR PLASTIC PACKAGING

- **51.09%** GRS GLOBAL RECYCLING STANDARD
- **48.91%** VIRGIN (UNCERTIFIED)

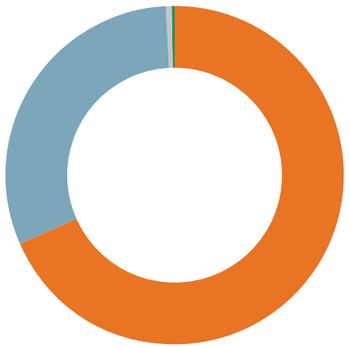
HOKA FOOTWEAR PREFERRED PACKAGING SUBSTRATES OVER TIME	FY17	FY18	FY19	FY20	FY21
VIRGIN AND UNCERTIFIED	3.48%	3.19%	3.40%	3.11%	3.16%
CERTIFIED AND/OR RECYCLED	96.52%	96.81%	96.60%	96.89%	96.84%

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

HOKA PACKAGING MATERIALS AND TREES SAVED (CONTINUED)

FY21 HOKA APPAREL AND ACCESSORIES PACKAGING SUBSTRATE BREAKDOWN

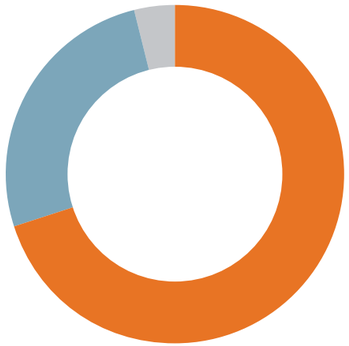


- **68.41%** PLASTIC
- **30.9%** PAPER
- **0.57%** SYNTHETIC FIBER
- **0.12%** METAL

FY21 HOKA APPAREL, ACCESSORIES, AND HOME GOODS CERTIFIED AND/OR RECYCLED PACKAGING

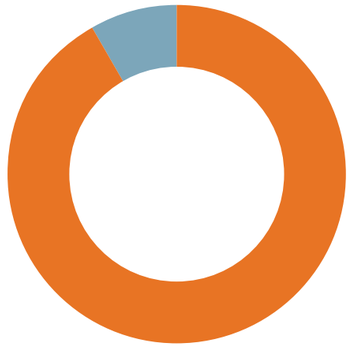
- **72.24%** CERTIFIED AND/OR RECYCLED
- **27.76%** VIRGIN AND UNCERTIFIED

FY21 HOKA APPAREL AND ACCESSORIES PAPER PACKAGING



- **70.1%** VIRGIN (UNCERTIFIED)
- **21.07% 26.07%** FSC FOREST STEWARDSHIP COUNSEL (VIRGIN)
- **3.83%** FSC FOREST STEWARDSHIP COUNSEL (RECYCLED)

FY21 HOKA APPAREL AND ACCESSORIES PLASTIC PACKAGING



- **91.88%** GRS GLOBAL RECYCLING STANDARD
- **8.12%** VIRGIN (UNCERTIFIED)

HOKA APPAREL, ACCESSORIES AND HOME GOODS PREFERRED PACKAGING SUBSTRATES OVER TIME	FY20	FY21
VIRGIN AND UNCERTIFIED	36.71%	27.76%
CERTIFIED AND/OR RECYCLED	63.29%	72.24%

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

HOKA PACKAGING MATERIALS LCA

	GHG EMISSIONS (EQV. CO2 KG) PER PAIR	CUMULATIVE CHANGE IN GHG EMISSION PER PAIR	HOKA GHG EMISSIONS EXPENSE (EQV. CO2 KG) SINCE BASELINE YEAR (FY19)
FY19 (BASELINE YEAR)	2.3	— %	—
FY20	2.4	1.49 %	219,467
FY21	2.3	*(0.35)*%	*138,059*
	WATER USAGE (LITERS) **PER PAIR**	**CUMULATIVE CHANGE IN WATER USE PER PAIR**	**HOKA WATER USAGE EXPENSE** (LITERS) **SINCE BASELINE YEAR** (FY19)
FY19 (BASELINE YEAR)	408.6	— %	—
FY20	412.1	0.85%	22,196,673
FY21	406.8	*(0.44)*%	*4,018,724*
	ENERGY (MJ) **PER PAIR**	**CUMULATIVE CHANGE IN ENERGY PER PAIR**	**HOKA ENERGY USAGE EXPENSE** (MJ) **SINCE BASELINE YEAR** (FY19)
FY19 (BASELINE YEAR)	22.4	— %	—
FY20	22.9	1.97%	2,805,254
FY21	22.4	0.02%	2,844,958
	DUNNAGE (LBS) **PER PAIR**	**CUMULATIVE CHANGE**	**HOKA DUNNAGE SAVINGS** (LBS) **SINCE BASELINE YEAR** (FY17)
FY17 (BASELINE YEAR)	1.05	— %	—
FY18	0.97	*(7.71)*%	*(249,767)*
FY19	0.92	*(12.65)*%	*(827,340)*
FY20	0.94	*(10.29)*%	*(1,516,275)*
FY21	0.93	*(11.82)*%	*(2,764,673)*

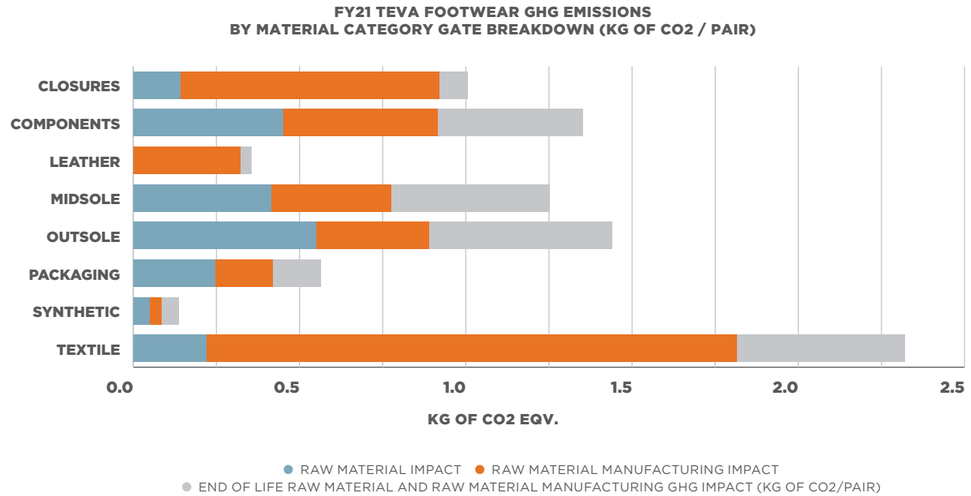
BRAND	FY17 TREES SAVED	FY18 TREES SAVED	FY19 TREES SAVED	FY20 TREES SAVED	FY21 TREES SAVED	TOTAL TREES SAVED TO DATE
HOKA	37,021	55,731	74,007	117,727	174,553	**459,039**

Note, this calculation is based on the Environmental Paper Network's paper calculator.* **https://c.environmentalpaper.org/calculate.html. *Results are calculated using a combination of substrates including recycled corrugated board, tissue paper, paperboard and molded pulp. The methodology includes the forest residues left behind during pulpwood harvest in the forests (i.e., slash, roots). Forest residues are roughly 50% of biomass left after harvest.*

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

TEVA GHG EMISSIONS BY CATEGORY AND GATE



FY21 TEVA FOOTWEAR GHG EMISSIONS (KG OF CO2)

MATERIAL CATEGORY	**RAW MATERIAL GHG IMPACT** (KG OF CO2)	**RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2)	**END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2)
CLOSURES	0.142	0.778	0.085
COMPONENTS	0.451	0.465	0.435
LEATHER	0.000	0.324	0.031
MIDSOLE	0.416	0.361	0.475
OUTSOLE	0.550	0.341	0.549
PACKAGING	0.248	0.173	0.143
SHEEPSKIN	0.000	0.001	0.000
SYNTHETIC	0.050	0.036	0.052
TEXTILE	0.221	1.596	0.504

**Above you can see the raw material impacts are the highest in our components, midsoles, outsoles, packaging and textiles. The raw material manufacturing impacts in our closures, components, and textiles are the highest and are potential areas to improve. The highest end-of-life impacts are about equal across all material categories.*

GHG EMISSIONS BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (KG OF CO2)

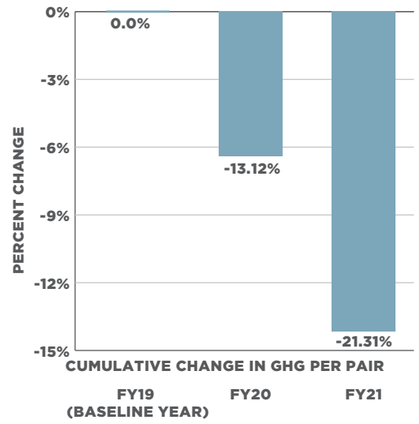
MATERIAL CATEGORY	**RAW MATERIAL GHG IMPACT** (KG OF CO2/PAIR)	**RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2/PAIR)	**END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2/PAIR)	**TOTAL GHG IMPACT** (KG OF CO2/PAIR)
CLOSURES				
FY19	0.149	1.028	0.092	1.269
FY20	0.157	0.837	0.097	1.091
FY21	0.142	0.778	0.085	1.005
COMPONENTS				
FY19	0.568	1.316	0.592	2.476
FY20	0.444	0.876	0.461	1.780
FY21	0.451	0.465	0.435	1.351
LEATHER				
FY19	0.000	0.596	0.056	0.652
FY20	0.000	0.480	0.046	0.526
FY21	0.000	0.324	0.031	0.355
MIDSOLE				
FY19	0.427	0.344	0.478	1.249
FY20	0.418	0.355	0.474	1.247
FY21	0.416	0.361	0.475	1.253
OUTSOLE				
FY19	0.592	0.369	0.618	1.579
FY20	0.565	0.347	0.569	1.481
FY21	0.550	0.341	0.549	1.440
PACKAGING				
FY19	0.301	0.255	0.233	0.789
FY20	0.226	0.189	0.166	0.581
FY21	0.248	0.173	0.143	0.564
SHEEPSKIN				
FY19	0.000	0.000	0.000	0.000
FY20	0.000	0.006	0.000	0.006
FY21	0.000	0.001	0.000	0.001
SYNTHETIC				
FY19	0.085	0.074	0.086	0.246
FY20	0.071	0.051	0.074	0.195
FY21	0.050	0.036	0.052	0.138
TEXTILE				
FY19	0.459	1.556	0.505	2.521
FY20	0.262	1.585	0.510	2.356
FY21	0.221	1.596	0.504	2.321

APPENDICES

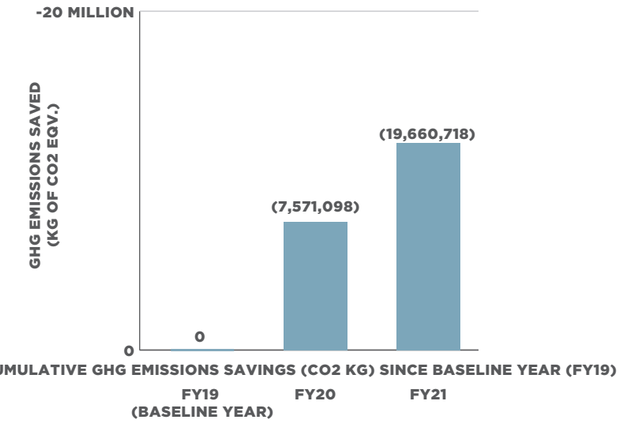
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

TEVA FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS
(GHG EMISSIONS)

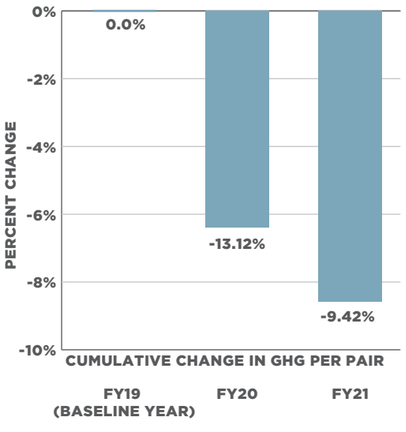
TEVA FOOTWEAR GHG EMISSIONS REDUCTION PER PAIR
(CUMULATIVE REDUCTION FROM FY19 BASELINE YEAR)



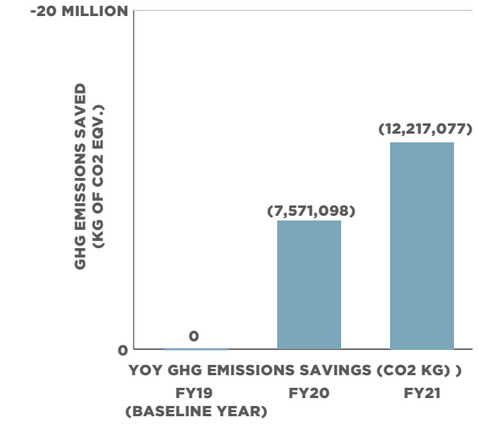
TEVA FOOTWEAR MATERIALS GHG EMISSIONS CUMULATIVE SAVINGS



TEVA FOOTWEAR GHG EMISSIONS REDUCTION PER PAIR
(YEARLY PROGRESS)



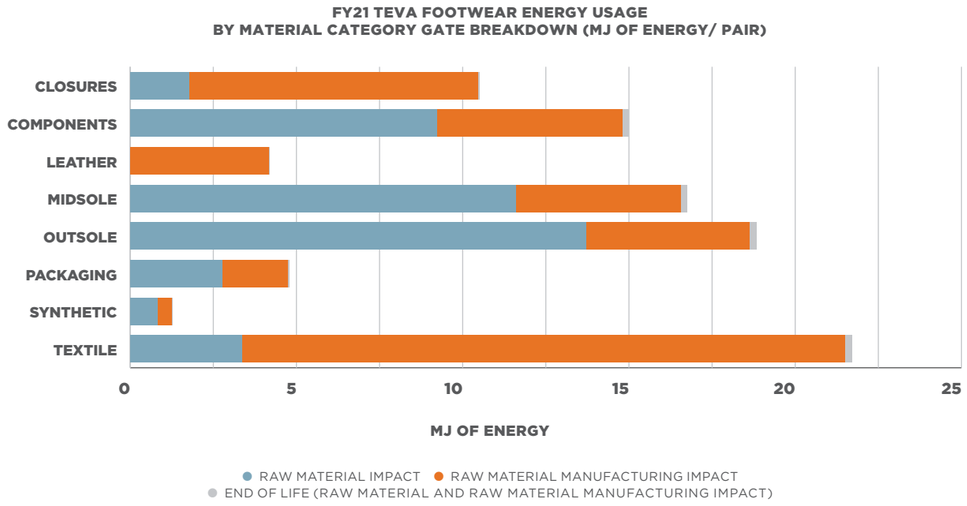
TEVA FOOTWEAR MATERIALS
GHG EMISSIONS YOY RUNNING TOTAL SAVINGS



APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

TEVA WATER USAGE BY CATEGORY AND GATE



FY21 TEVA FOOTWEAR WATER USAGE (LITERS OF WATER)

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)
CLOSURES	47.8	149.9	1.7
COMPONENTS	247.6	153.5	9.8
LEATHER	0.0	105.6	0.6
MIDSOLE	282.9	137.8	10.8
OUTSOLE	267.7	95.2	11.7
PACKAGING	46.3	72.6	2.3
SHEEPSKIN	0.0	0.3	0.0
SYNTHETIC	37.9	16.1	1.1
TEXTILE	258.2	339.6	11.0

**Above you can see the raw material impacts are the highest in our components, midsoles, outsoles and textiles. The raw material manufacturing impacts in our closures, components, and textiles are the highest and are potential areas to improve.*

TEVA FOOTWEAR WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (LITERS OF WATER)

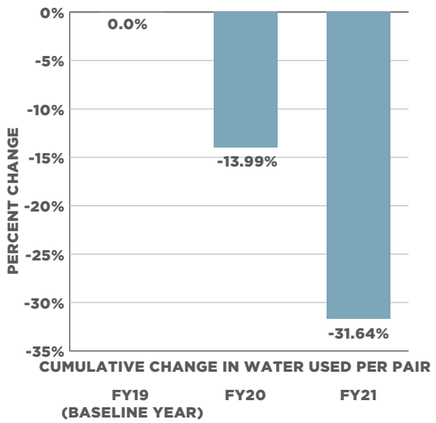
MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	TOTAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)
CLOSURES				
FY19	53.7	195.8	1.9	251.4
FY20	54.5	162.6	2.0	219.1
FY21	47.8	149.9	1.7	199.4
COMPONENTS				
FY19	326.3	449.3	13.1	788.7
FY20	255.4	304.0	10.3	569.7
FY21	247.6	153.5	9.8	410.9
LEATHER				
FY19	0.0	195.3	1.1	196.4
FY20	0.0	156.8	0.9	157.7
FY21	0.0	105.6	0.6	106.2
MIDSOLE				
FY19	290.9	128.6	10.8	430.4
FY20	285.8	136.2	10.8	432.8
FY21	282.9	137.8	10.8	431.5
OUTSOLE				
FY19	274.0	104.3	13.0	391.4
FY20	257.3	96.4	12.0	365.7
FY21	267.7	95.2	11.7	374.5
PACKAGING				
FY19	81.4	101.8	3.7	187.0
FY20	55.7	74.3	2.7	132.6
FY21	46.3	72.6	2.3	121.1
SHEEPSKIN				
FY19	0.0	0.0	0.0	0.0
FY20	0.0	1.7	0.0	1.7
FY21	0.0	0.3	0.0	0.3
SYNTHETIC				
FY19	62.7	30.7	1.9	95.3
FY20	53.3	22.4	1.6	77.3
FY21	37.9	16.1	1.1	55.1
TEXTILE				
FY19	680.4	354.2	10.9	1045.4
FY20	572.5	343.9	11.1	927.4
FY21	258.2	339.6	11.0	608.8

APPENDICES

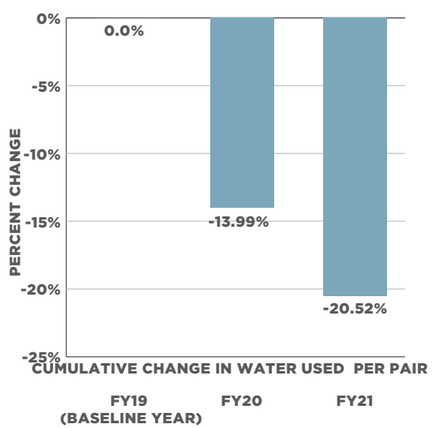
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

TEVA FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS
(WATER USAGE)

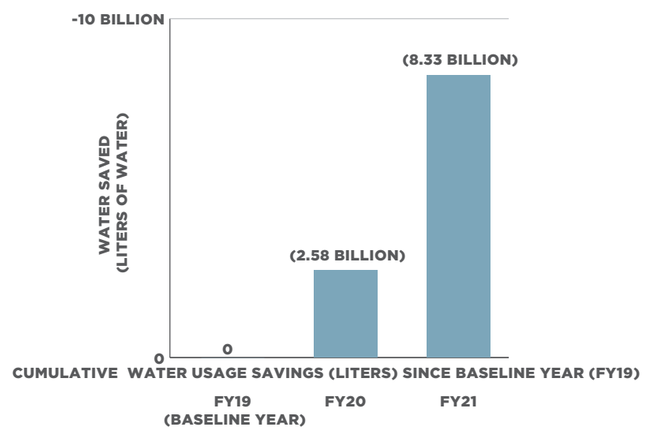
TEVA FOOTWEAR WATER REDUCTION PER PAIR
(CUMULATIVE REDUCTION FROM FY19 BASELINE YEAR)



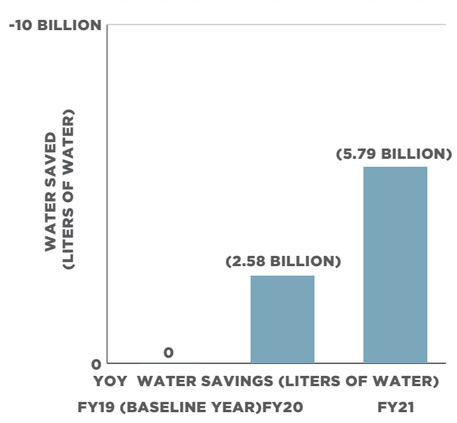
TEVA FOOTWEAR WATER USAGE REDUCTION PER PAIR
(YEARLY PROGRESS)



TEVA FOOTWEAR MATERIALS WATER USAGE CUMULATIVE SAVINGS



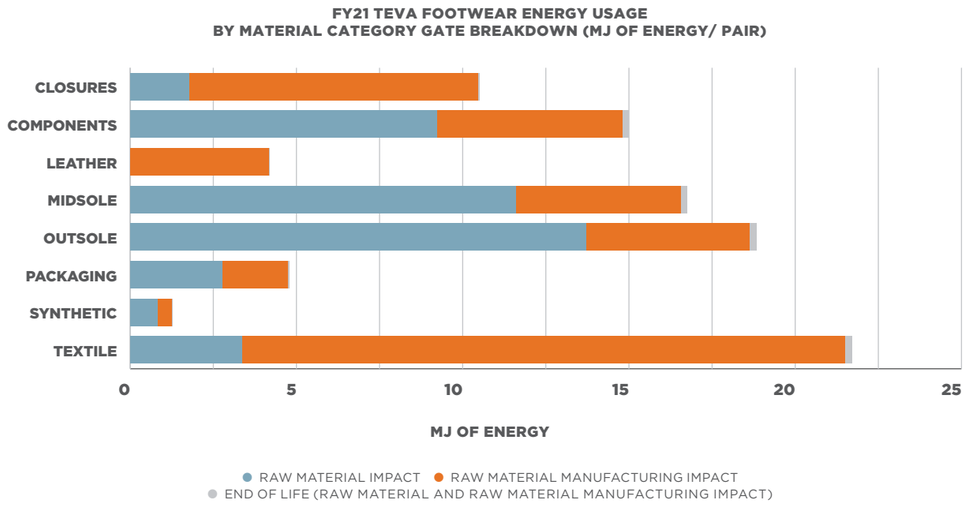
TEVA FOOTWEAR MATERIALS
WATER USAGE YOY RUNNING TOTAL SAVINGS



APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

TEVA ENERGY USAGE BY CATEGORY AND GATE



FY21 TEVA FOOTWEAR ENERGY USAGE (MJ OF ENERGY)

MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)
CLOSURES	1.77	8.71	0.03
COMPONENTS	9.22	5.60	0.17
LEATHER	0.00	4.19	0.01
MIDSOLE	11.60	4.96	0.18
OUTSOLE	13.73	4.90	0.20
PACKAGING	2.79	1.97	0.04
SHEEPSKIN	0.00	0.01	0.00
SYNTHETIC	0.83	0.44	0.02
TEXTILE	3.38	18.13	0.19

**Above you can see the raw material impacts are the highest in our components, midsoles, outsoles and textiles. The raw material manufacturing impacts in our closures, components, and textiles are the highest and are potential areas to improve.*

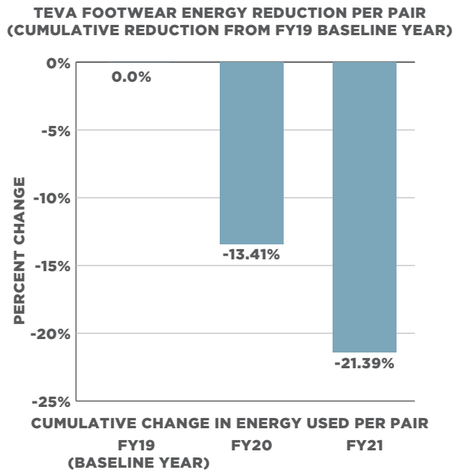
TEVA FOOTWEAR ENERGY USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (MJ OF ENERGY)

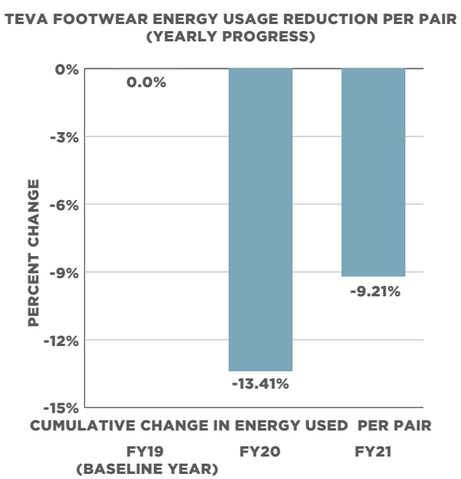
MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	TOTAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)
CLOSURES				
FY19	1.84	11.49	0.03	13.36
FY20	1.98	9.37	0.03	11.38
FY21	1.77	8.71	0.03	10.52
COMPONENTS				
FY19	10.76	16.00	0.22	26.97
FY20	8.84	10.71	0.18	19.73
FY21	9.22	5.60	0.17	14.98
LEATHER				
FY19	0.00	7.73	0.02	7.75
FY20	0.00	6.22	0.02	6.24
FY21	0.00	4.19	0.01	4.21
MIDSOLE				
FY19	11.52	4.73	0.18	16.43
FY20	11.48	4.87	0.18	16.52
FY21	11.60	4.96	0.18	16.75
OUTSOLE				
FY19	15.15	5.36	0.22	20.73
FY20	14.21	5.04	0.21	19.46
FY21	13.73	4.90	0.20	18.83
PACKAGING				
FY19	3.66	2.91	0.07	6.64
FY20	2.69	2.14	0.05	4.88
FY21	2.79	1.97	0.04	4.79
SHEEPSKIN				
FY19	0.0	0.0	0.0	0.00
FY20	0.00	0.07	0.00	0.07
FY21	0.00	0.01	0.00	0.01
SYNTHETIC				
FY19	1.40	0.88	0.03	2.32
FY20	1.18	0.61	0.03	1.82
FY21	0.83	0.44	0.02	1.29
TEXTILE				
FY19	6.89	17.67	0.19	24.75
FY20	3.83	18.01	0.19	22.02
FY21	3.38	18.13	0.19	21.71

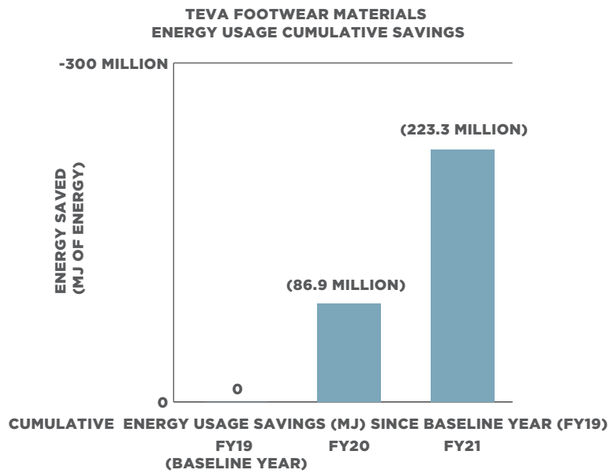
APPENDICES

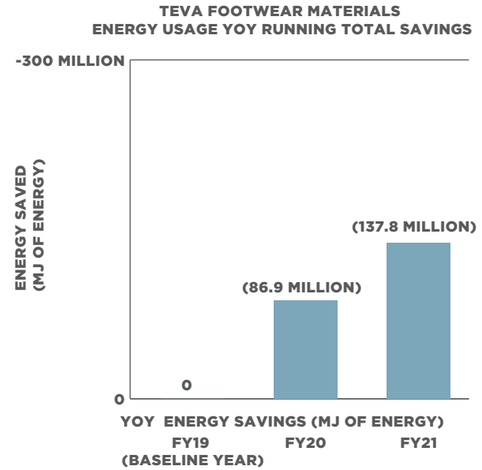
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

TEVA FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS
(ENERGY USAGE)









APPENDICES

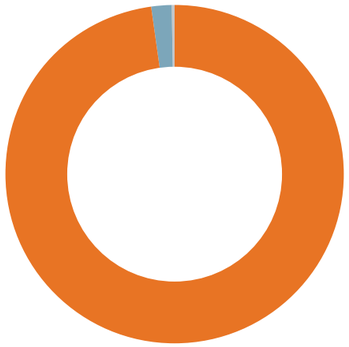
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

TEVA PACKAGING AND TREES SAVED

Teva makes up 7.76% of our footwear packaging dunnage. Teva strives to remove virgin non-certified paper, and incorporate more certified and recycled paper into our packaging, such as FSC and FSC mixed paper substrates. Teva's recycled paper efforts have saved over 321,000 trees since 2016. Since 2016, Teva has looked at their packaging critically, removing materials where possible, replacing with higher recyclable materials and re-engineering to reduce waste and overall dunnage. We are proud that Teva's footwear packaging uses only 1.9% plastic and have been trialing ways to reduce plastic packaging (poly bags) in their footwear that aligns with supply chain challenges. To date, Teva has saved over 6.16 million lbs of packaging which in turn lowered Teva's packaging greenhouse gas emissions per pair by 28.49%

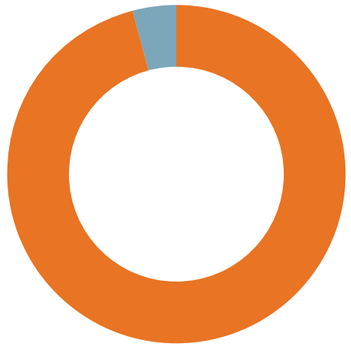
TEVA FOOTWEAR PREFERRED PACKAGING SUBSTRATES OVER TIME	FY17	FY18	FY19	FY20	FY21
VIRGIN AND UNCERTIFIED	11.65%	9.76%	7.74%	6.39%	3.89%
CERTIFIED AND/OR RECYCLED	88.35%	90.24%	92.26%	93.61%	96.11%

FY21 TEVA FOOTWEAR
PACKAGING SUBSTRATE BREAKDOWN



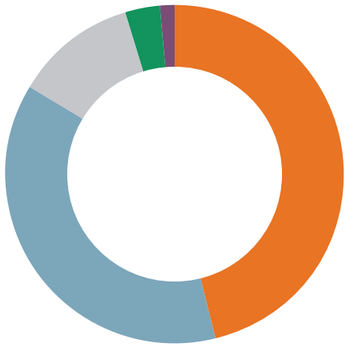
- **97.98%** PAPER
- **1.91%** PLASTIC
- **0.1%** SYNTHETIC FIBER

FY21 TEVA FOOTWEAR
CERTIFIED AND/OR RECYCLED PACKAGING



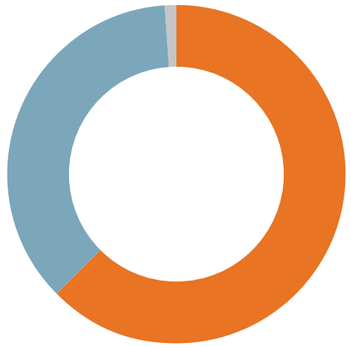
- **96.08%** CERTIFIED AND/OR RECYCLED
- **3.92%** VIRGIN AND UNCERTIFIED

FY21 TEVA FOOTWEAR
PAPER PACKAGING



- **46.31%** FSC FOREST STEWARDSHIP COUNSEL (RECYCLED)
- **37.46%** RECYCLED (UNCERTIFIED)
- **11.65%** FSC FOREST STEWARDSHIP COUNSEL (VIRGIN)
- **3.28%** VIRGIN (UNCERTIFIED)
- **1.3%** GRS GLOBAL RECYCLING STANDARD

FY21 TEVA FOOTWEAR
PLASTIC PACKAGING



- **62.72%** GRS GLOBAL RECYCLING STANDARD
- **36.18%** VIRGIN (UNCERTIFIED)
- **1.1%** RECYCLED (UNCERTIFIED)

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

TEVA PACKAGING MATERIALS LCA

	GHG EMISSIONS (EQV. CO2 KG) PER PAIR	CUMULATIVE CHANGE IN GHG EMISSION PER PAIR	TEVA GHG EMISSIONS SAVINGS (EQV. CO2 KG) SINCE BASELINE YEAR (FY19)
FY19 (BASELINE YEAR)	0.8	—%	—
FY20	0.6	*(26.38)%*	*(1,201,987)*
FY21	0.6	*(28.49)%*	*(2,478,616)*
	WATER USAGE (LITERS) PER PAIR	**CUMULATIVE CHANGE IN WATER USE PER PAIR**	**TEVA WATER USAGE SAVINGS (LITERS) SINCE BASELINE YEAR (FY19)**
FY19 (BASELINE YEAR)	187.0	—%	—
FY20	132.6	*(29.06)%*	*(313,883,553)*
FY21	121.1	*(35.23)%*	*(688,035,742)*
	ENERGY (MJ) PER PAIR	**CUMULATIVE CHANGE IN ENERGY PER PAIR**	**TEVA ENERGY USAGE SAVINGS (MJ) SINCE BASELINE YEAR (FY19)**
FY19 (BASELINE YEAR)	6.6	—%	—
FY20	4.9	*(26.45)%*	*(10,142,531)*
FY21	4.8	*(27.79)%*	*(20,622,600)*
	DUNNAGE (LBS) PER PAIR	**CUMULATIVE CHANGE**	**TEVA DUNNAGE SAVINGS (LBS) SINCE BASELINE YEAR (FY17)**
FY17 (BASELINE YEAR)	0.89	—%	—
FY18	0.70	*(21.57)%*	*(978,061)*
FY19	0.69	*(22.68)%*	*(1,938,902)*
FY20	0.51	*(42.55)%*	*(4,136,169)*
FY21	0.54	*(39.86)%*	*(6,160,274)*

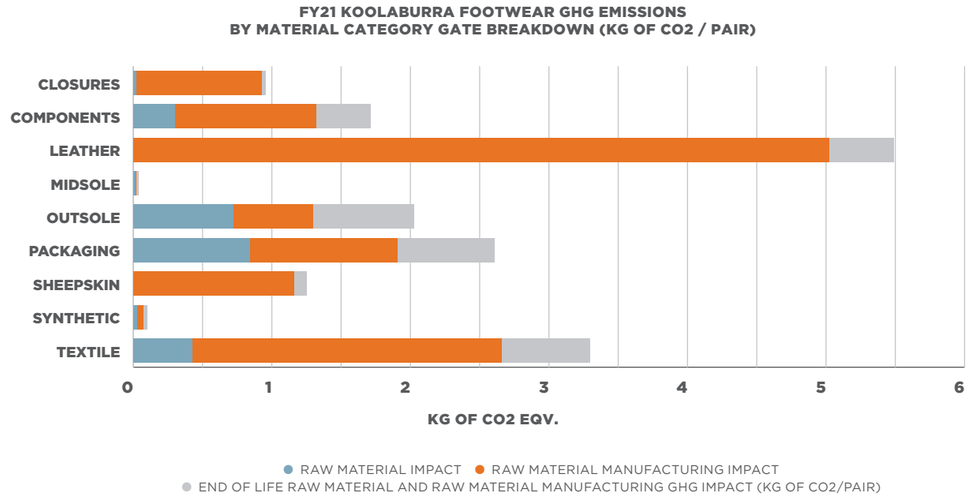
BRAND	FY17 TREES SAVED	FY18 TREES SAVED	FY19 TREES SAVED	FY20 TREES SAVED	FY21 TREES SAVED	TOTAL TREES SAVED TO DATE
TEVA	72,569	67,109	61,276	59,282	61,058	**321,294**

Note, this calculation is based on the Environmental Paper Network's paper calculator,* **https://c.environmentalpaper.org/calculate.html. *Results are calculated using a combination of substrates including recycled corrugated board, tissue paper, paperboard and molded pulp. The methodology includes the forest residues left behind during pulpwood harvest in the forests (i.e., slash, roots). Forest residues are roughly 50% of biomass left after harvest.*

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

KOOLABURRA GHG EMISSIONS BY CATEGORY AND GATE



FY21 KOOLABURRA FOOTWEAR GHG EMISSIONS (KG OF CO2)

MATERIAL CATEGORY	**RAW MATERIAL GHG IMPACT** (KG OF CO2)	**RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2)	**END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2)
CLOSURES	0.026	0.903	0.028
COMPONENTS	0.301	1.024	0.389
LEATHER	0.000	5.025	0.465
MIDSOLE	0.015	0.010	0.016
OUTSOLE	0.724	0.577	0.727
PACKAGING	0.843	1.066	0.698
SHEEPSKIN	0.000	1.164	0.086
SYNTHETIC	0.029	0.043	0.028
TEXTILE	0.430	2.231	0.635

**Above you can see the raw material impacts are the highest in our outsoles, packaging and textiles. The raw material manufacturing impacts in our leather, sheepskin and textiles are the highest and are potential areas to improve. The highest end-of-life impacts are about equal across all material categories.*

KOOLABURRA FOOTWEAR GHG EMISSIONS BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (KG OF CO2)

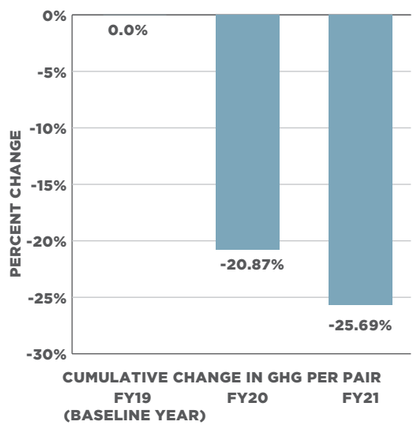
MATERIAL CATEGORY	**RAW MATERIAL GHG IMPACT** (KG OF CO2/PAIR)	**RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2/PAIR)	**END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT** (KG OF CO2/PAIR)	**TOTAL GHG IMPACT** (KG OF CO2/PAIR)
CLOSURES				
FY19	0.014	0.419	0.018	0.451
FY20	0.025	0.879	0.030	0.934
FY21	0.026	0.903	0.028	0.958
COMPONENTS				
FY19	0.195	0.737	0.289	1.221
FY20	0.189	0.768	0.242	1.199
FY21	0.301	1.024	0.389	1.715
LEATHER				
FY19	0.000	6.723	0.630	7.353
FY20	0.000	3.883	0.359	4.242
FY21	0.000	5.025	0.465	5.489
MIDSOLE				
FY19	0.060	0.025	0.057	0.143
FY20	0.012	0.006	0.013	0.031
FY21	0.015	0.010	0.016	0.042
OUTSOLE				
FY19	0.645	0.492	0.648	1.786
FY20	0.435	0.340	0.437	1.212
FY21	0.724	0.577	0.727	2.028
PACKAGING				
FY19	N/A	N/A	N/A	N/A
FY20	N/A	N/A	N/A	N/A
FY21	0.843	1.066	0.698	2.606
SHEEPSKIN				
FY19	0.000	2.428	0.168	2.596
FY20	0.000	1.395	0.103	1.498
FY21	0.000	1.164	0.086	1.250
SYNTHETIC				
FY19	0.020	0.044	0.021	0.085
FY20	0.024	0.053	0.025	0.103
FY21	0.029	0.043	0.028	0.101
TEXTILE				
FY19	0.838	4.347	1.201	6.387
FY20	0.818	4.551	1.253	6.623
FY21	0.430	2.231	0.635	3.295

APPENDICES

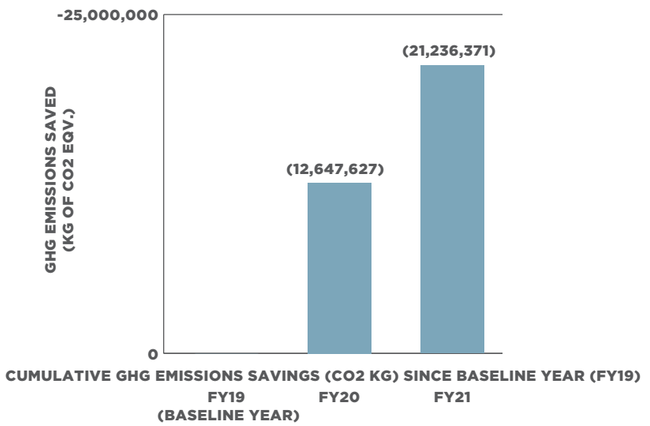
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

KOOLABURRA FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS (GHG EMISSIONS)

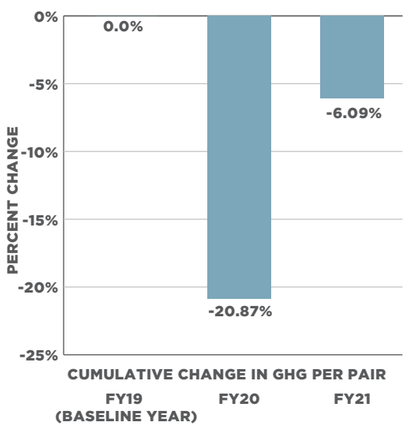
KOOLABURRA FOOTWEAR GHG EMISSIONS REDUCTION PER PAIR (CUMULATIVE REDUCTION FROM FY19 BASELINE YEAR)



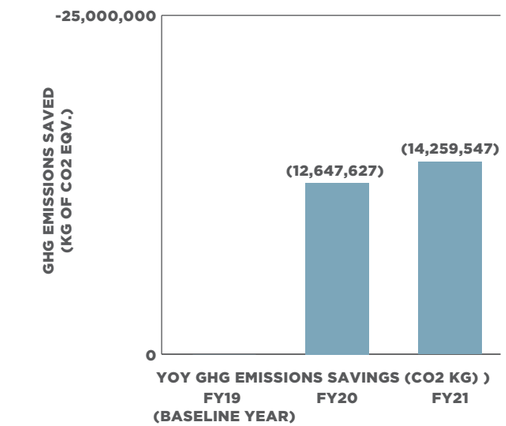
KOOLABURRA FOOTWEAR MATERIALS GHG EMISSIONS CUMULATIVE SAVINGS



KOOLABURRA FOOTWEAR GHG EMISSIONS REDUCTION PER PAIR (YEARLY PROGRESS)



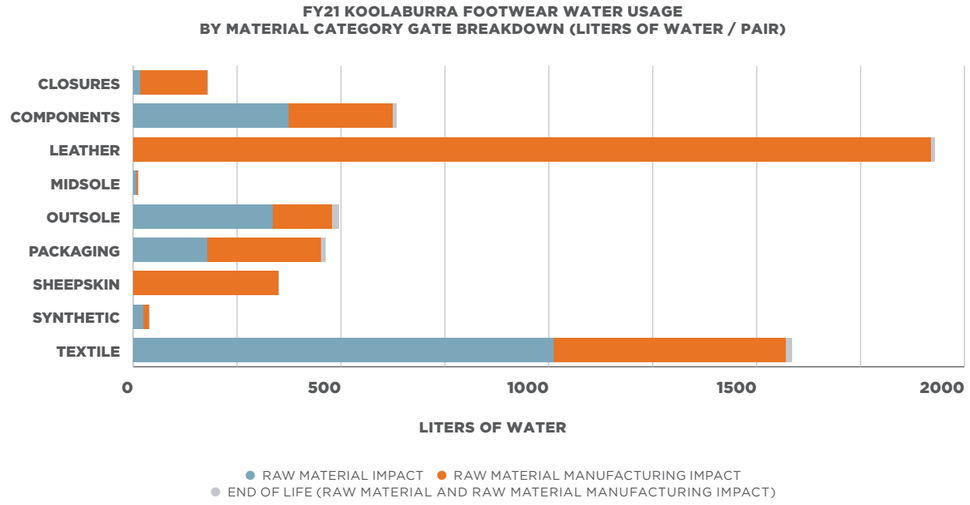
KOOLABURRA FOOTWEAR MATERIALS GHG EMISSIONS YOY RUNNING TOTAL SAVINGS



APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

KOOLABURRA WATER USAGE BY CATEGORY AND GATE



FY21 KOOLABURRA FOOTWEAR WATER USAGE (LITERS OF WATER)

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)
CLOSURES	18.2	159.9	0.6
COMPONENTS	373.9	251.8	8.6
LEATHER	0.0	1920.4	9.4
MIDSOLE	8.4	3.8	0.4
OUTSOLE	336.0	141.9	16.2
PACKAGING	178.0	274.6	11.0
SHEEPSKIN	0.0	349.5	1.7
SYNTHETIC	25.0	13.4	0.6
TEXTILE	1012.0	558.7	13.9

**Note, above you can see the raw material impacts are the highest in our outsoles, packaging and textiles. The raw material manufacturing impacts in our leather, sheepskin and textiles are the highest and are potential areas to improve. The highest end-of-life impacts are about equal across all material categories.*

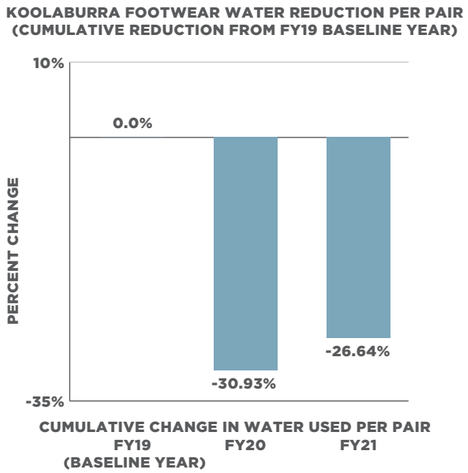
KOOLABURRA FOOTWEAR WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (LITERS OF WATER)

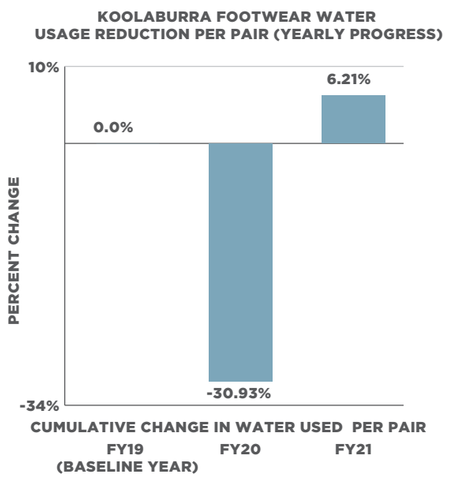
MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	TOTAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)
CLOSURES				
FY19	32.7	75.9	0.4	109.0
FY20	16.4	155.6	0.7	172.7
FY21	18.2	159.9	0.6	178.7
COMPONENTS				
FY19	330.1	192.8	6.2	529.1
FY20	203.9	174.3	5.4	383.6
FY21	373.9	251.8	8.6	634.3
LEATHER				
FY19	0.0	2509.6	12.8	2522.3
FY20	0.0	1482.9	7.3	1490.1
FY21	0.0	1920.4	9.4	1929.8
MIDSOLE				
FY19	25.5	10.4	1.3	37.1
FY20	5.8	2.7	0.3	8.7
FY21	8.4	3.8	0.4	12.6
OUTSOLE				
FY19	302.9	122.6	14.4	440.0
FY20	204.6	82.7	9.7	297.1
FY21	336.0	141.9	16.2	494.0
PACKAGING				
FY19	N/A	N/A	N/A	0.0
FY20	N/A	N/A	N/A	0.0
FY21	178.0	274.6	11.0	463.5
SHEEPSKIN				
FY19	0.0	956.4	3.4	959.8
FY20	0.0	418.8	2.1	420.9
FY21	0.0	349.5	1.7	351.3
SYNTHETIC				
FY19	16.4	11.6	0.5	28.4
FY20	19.9	14.1	0.6	34.6
FY21	25.0	13.4	0.6	39.0
TEXTILE				
FY19	1360.0	1109.5	26.4	2495.8
FY20	961.8	1121.7	27.4	2110.9
FY21	1012.0	558.7	13.9	1584.5

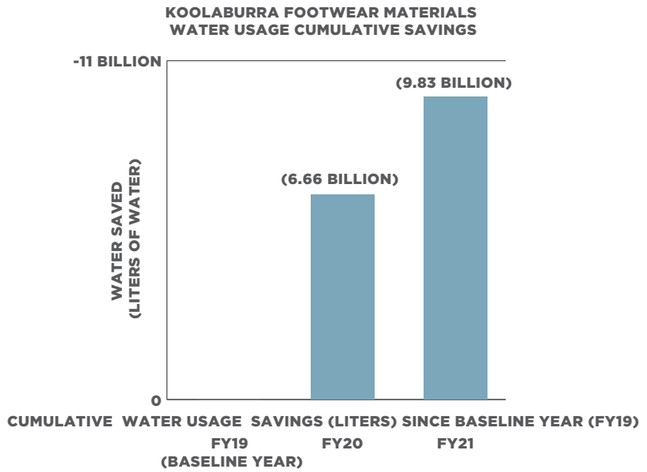
APPENDICES

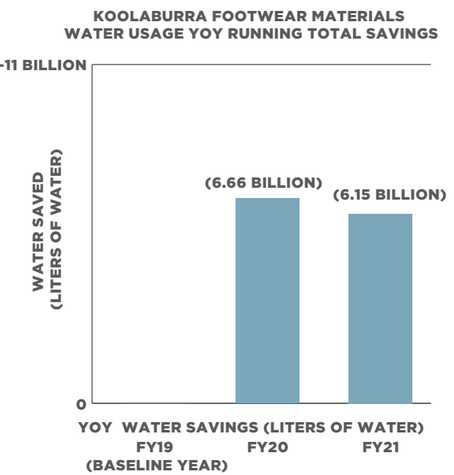
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

KOOLABURRA FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS (WATER USAGE)





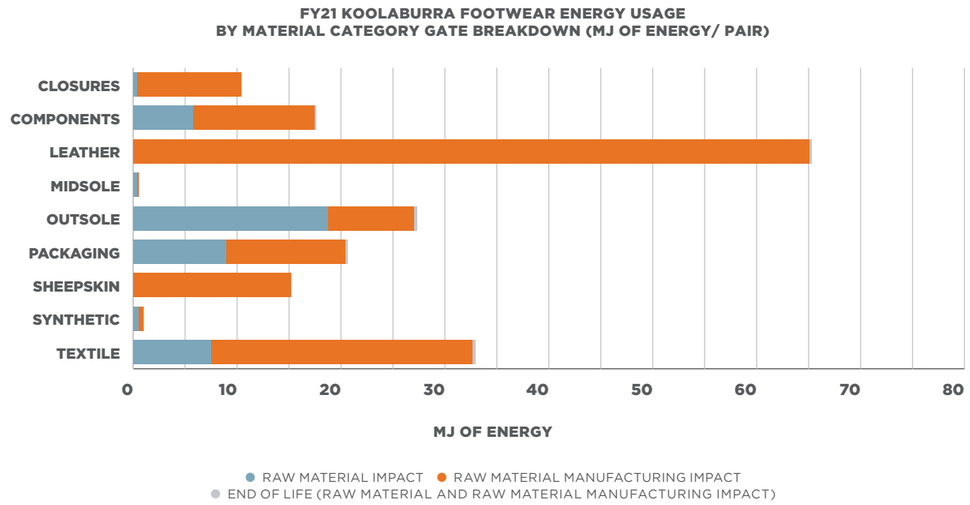




APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

KOOLABURRA ENERGY USAGE BY CATEGORY AND GATE



FY21 KOOLABURRA FOOTWEAR ENERGY USAGE (MJ OF ENERGY)

MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)
CLOSURES	0.38	10.04	0.01
COMPONENTS	5.81	11.68	0.15
LEATHER	0.00	65.10	0.16
MIDSOLE	0.40	0.14	0.01
OUTSOLE	18.78	8.24	0.28
PACKAGING	8.94	11.52	0.19
SHEEPSKIN	0.00	15.19	0.03
SYNTHETIC	0.52	0.51	0.01
TEXTILE	7.52	25.18	0.24

**Above you can see the raw material impacts are the highest in our components, outsoles, and textiles. The raw material manufacturing impacts in our leather, sheepskin and textiles are the highest and are potential areas to improve.*

KOOLABURRA FOOTWEAR ENERGY USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (MJ OF ENERGY)

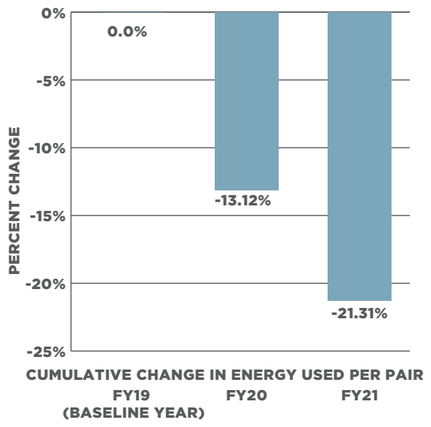
MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	TOTAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)
CLOSURES				
FY19	0.22	4.66	0.01	4.89
FY20	0.38	9.77	0.01	10.17
FY21	0.38	10.04	0.01	10.43
COMPONENTS				
FY19	4.07	8.46	0.11	12.63
FY20	3.64	8.72	0.09	12.45
FY21	5.81	11.68	0.15	17.64
LEATHER				
FY19	0.00	87.09	0.22	87.31
FY20	0.00	50.30	0.13	50.43
FY21	0.00	65.10	0.16	65.27
MIDSOLE				
FY19	1.46	0.37	0.02	1.86
FY20	0.32	0.09	0.00	0.41
FY21	0.40	0.14	0.01	0.55
OUTSOLE				
FY19	16.57	7.01	0.25	23.82
FY20	11.24	4.83	0.17	16.24
FY21	18.78	8.24	0.28	27.29
PACKAGING				
FY19	N/A	N/A	N/A	0.00
FY20	N/A	N/A	N/A	0.00
FY21	8.94	11.52	0.19	20.66
SHEEPSKIN				
FY19	0.00	31.70	0.06	31.76
FY20	0.00	18.20	0.04	18.24
FY21	0.00	15.19	0.03	15.22
SYNTHETIC				
FY19	0.35	0.51	0.01	0.87
FY20	0.43	0.63	0.01	1.07
FY21	0.52	0.51	0.01	1.04
TEXTILE				
FY19	14.71	48.90	0.45	64.07
FY20	14.39	51.15	0.47	66.02
FY21	7.52	25.18	0.24	32.93

APPENDICES

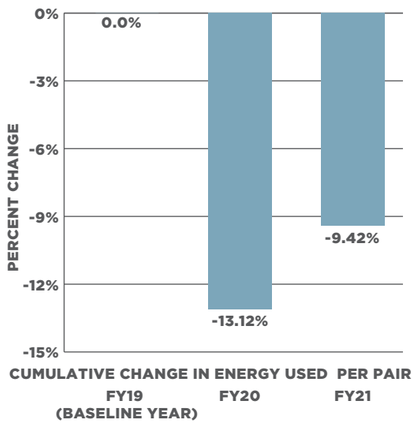
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

KOOLABURRA FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS
(ENERGY USAGE)

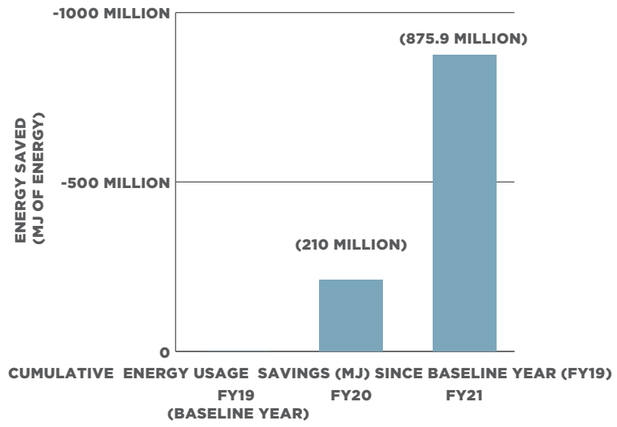
KOOLABURRA FOOTWEAR ENERGY REDUCTION PER PAIR
(CUMULATIVE REDUCTION FROM FY19 BASELINE YEAR)



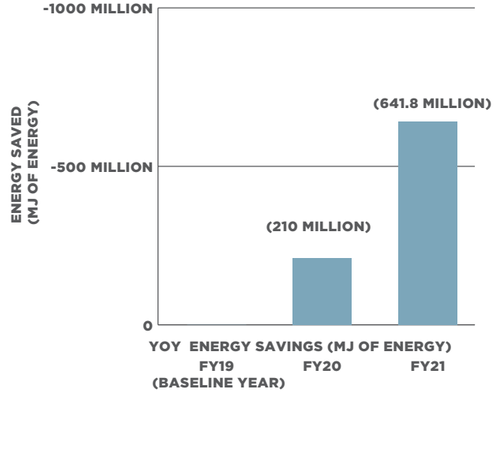
KOOLABURRA FOOTWEAR ENERGY
USAGE REDUCTION PER PAIR (YEARLY PROGRESS)



KOOLABURRA FOOTWEAR MATERIALS
ENERGY USAGE CUMULATIVE SAVINGS



KOOLABURRA FOOTWEAR MATERIALS
ENERGY USAGE YOY RUNNING TOTAL SAVINGS



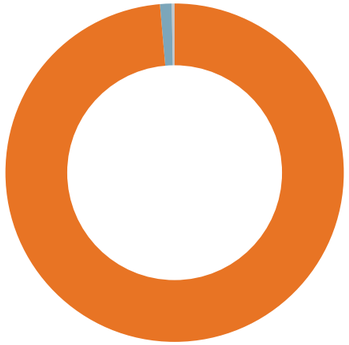
APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

KOOLABURRA PACKAGING AND TREES SAVED

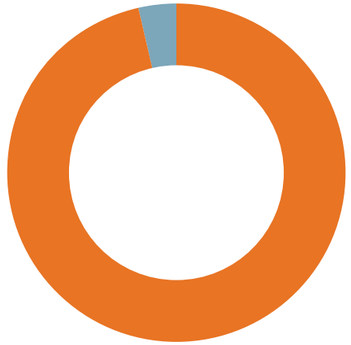
Koolaburra makes up over 6.72% of our footwear packaging dunnage. FY21 is the first year that we have studied Koolaburra's packaging. Koolaburra strives to remove virgin non-certified paper, and incorporate more certified or recycled paper into our packaging, such as FSC and FSC mixed paper substrates. Koolaburra's first year's recycled paper efforts have saved over 54,000 trees. We are proud that Koolaburra's footwear packaging uses only 1.18% plastic. We are excited to evaluate Koolaburra's packaging critically, to remove materials where possible, replace materials with higher recyclable materials and re-engineer construction to reduce waste and overall dunnage.

FY21 KOOLABURRA FOOTWEAR PACKAGING SUBSTRATE BREAKDOWN



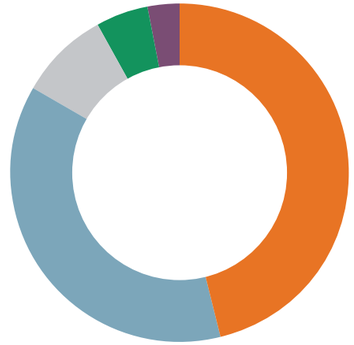
- **97.98%** PAPER
- **1.91%** PLASTIC
- **0.1%** SYNTHETIC FIBER

FY21 KOOLABURRA FOOTWEAR CERTIFIED AND/OR RECYCLED PACKAGING



- **96.61%** CERTIFIED AND/OR RECYCLED
- **3.39%** VIRGIN AND UNCERTIFIED

FY21 KOOLABURRA FOOTWEAR PAPER PACKAGING



- **46.3%** RECYCLED (UNCERTIFIED)
- **37.08%** FSC FOREST STEWARDSHIP COUNSEL (RECYCLED)
- **8.68%** FSC FOREST STEWARDSHIP COUNSEL (VIRGIN)
- **5.14%** GRS GLOBAL RECYCLING STANDARD
- **2.8%** VIRGIN (UNCERTIFIED)

FY21 KOOLABURRA FOOTWEAR PLASTIC PACKAGING

- **50.77%** VIRGIN (UNCERTIFIED)
- **49.23%** GRS GLOBAL RECYCLING STANDARD

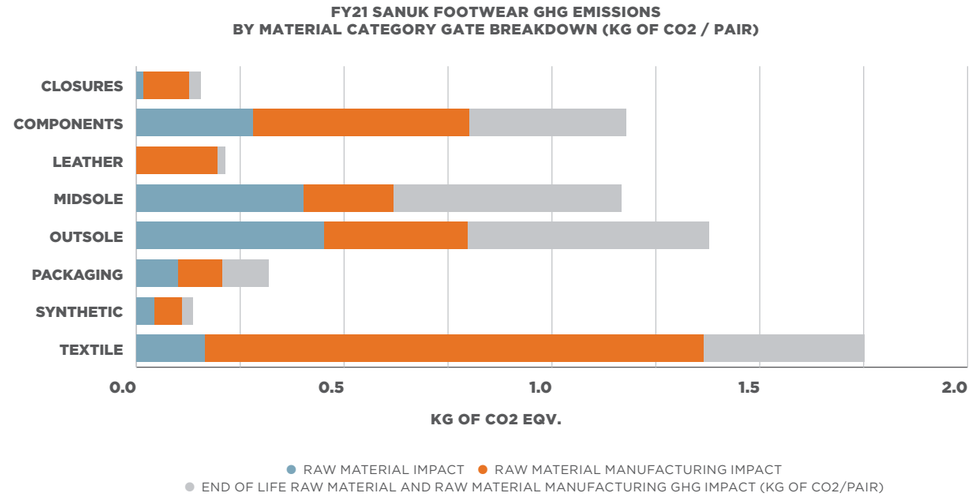
BRAND	FY21 TREES SAVED	TOTAL TREES SAVED TO DATE
KOOLABURRA	54,423	**54,423**

Note, this calculation is based on the Environmental Paper Network's paper calculator.* **https://c.environmentalpaper.org/calculate.html. *Results are calculated using a combination of substrates including recycled corrugated board, tissue paper, paperboard and molded pulp. The methodology includes the forest residues left behind during pulpwood harvest in the forests (i.e., slash, roots). Forest residues are roughly 50% of biomass left after harvest.*

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

SANUK GHG EMISSIONS BY CATEGORY AND GATE



FY21 SANUK FOOTWEAR GHG EMISSIONS (KG OF CO2)

MATERIAL CATEGORY	RAW MATERIAL GHG IMPACT (KG OF CO2)	RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2)
CLOSURES	0.018	0.109	0.028
COMPONENTS	0.282	0.519	0.377
LEATHER	0.000	0.196	0.018
MIDSOLE	0.404	0.215	0.548
OUTSOLE	0.453	0.345	0.580
PACKAGING	0.102	0.105	0.111
SHEEPSKIN	0.000	0.000	0.000
SYNTHETIC	0.044	0.066	0.025
TEXTILE	0.165	1.200	0.387

**Above you can see the raw material impacts are the highest in our components, midsoles, outsoles,and textiles. The raw material manufacturing impacts in our components, midsoles, outsoles and textiles are the highest and are potential areas to improve. The highest end-of-life impacts are about equal across all material categories.*

SANUK FOOTWEAR GHG EMISSIONS BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (KG OF CO2)

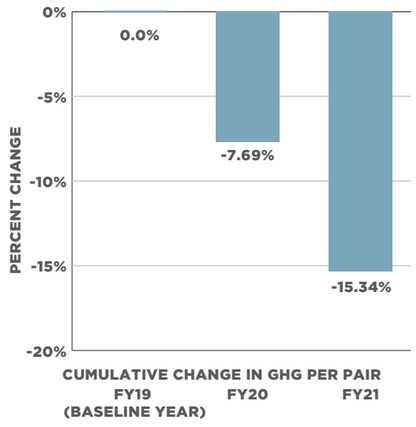
MATERIAL CATEGORY	RAW MATERIAL GHG IMPACT (KG OF CO2/PAIR)	RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING GHG IMPACT (KG OF CO2/PAIR)	TOTAL GHG IMPACT (KG OF CO2/PAIR)
CLOSURES				
FY19	0.017811793	0.101529494	0.026985503	0.146
FY20	0.021400667	0.107390592	0.030783219	0.160
FY21	0.017990673	0.108970251	0.027565225	0.155
COMPONENTS				
FY19	0.301070311	0.430611652	0.417519658	1.149
FY20	0.232635867	0.520863118	0.295678917	1.049
FY21	0.282329327	0.519355622	0.37721275	1.179
LEATHER				
FY19	0	0.069543966	0.006573398	0.076
FY20	0	0.166545779	0.015671499	0.182
FY21	0	0.195856537	0.018349608	0.214
MIDSOLE				
FY19	0.66495966	0.408519432	0.998588469	2.072
FY20	0.419341315	0.229838135	0.572945319	1.222
FY21	0.403726985	0.214697558	0.548228383	1.167
OUTSOLE				
FY19	0.393600996	0.287860946	0.763236333	1.445
FY20	0.414355123	0.316784652	0.580642523	1.312
FY21	0.45336024	0.345238496	0.580112021	1.379
PACKAGING				
FY19	0.106439885	0.295085535	0.114729918	0.516
FY20	0.095934313	0.088765178	0.10183843	0.287
FY21	0.102199513	0.104695867	0.110522183	0.317
SYNTHETIC				
FY19	0.064781198	0.091322537	0.035599068	0.192
FY20	0.038544349	0.056328802	0.02188779	0.117
FY21	0.044385084	0.065504926	0.024663088	0.135
TEXTILE				
FY19	0.268344243	1.314161495	0.399806917	1.982
FY20	0.285108885	1.692536331	0.500226802	2.478
FY21	0.164896319	1.199919066	0.386620049	1.751

APPENDICES

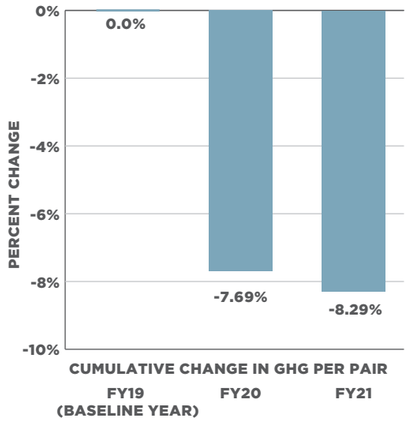
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

SANUK FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS
(GHG EMISSIONS)

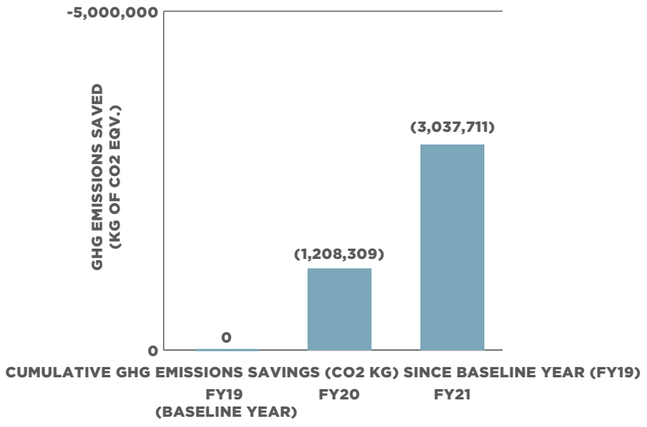
SANUK FOOTWEAR GHG EMISSIONS REDUCTION PER PAIR
(CUMULATIVE REDUCTION FROM FY19 BASELINE YEAR)



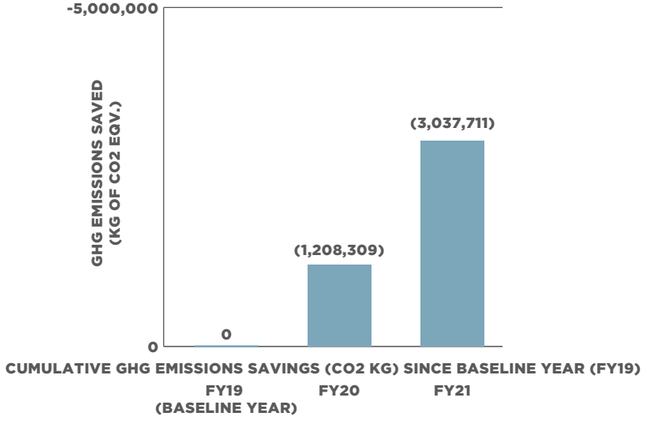
SANUKFOOTWEAR GHG EMISSIONS REDUCTION PER PAIR
(YEARLY PROGRESS)



SANUK FOOTWEAR MATERIALS GHG EMISSIONS
CUMULATIVE SAVINGS



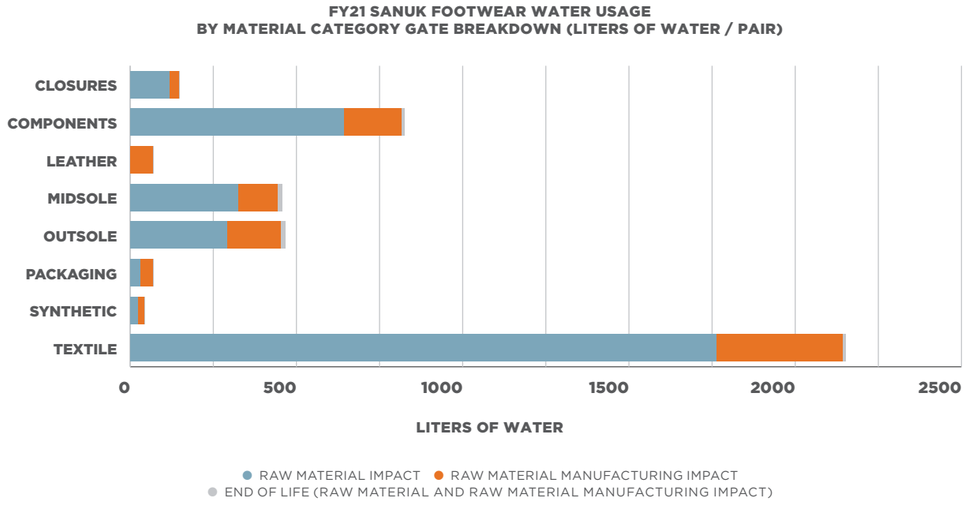
SANUK FOOTWEAR MATERIALS GHG EMISSIONS
CUMULATIVE SAVINGS



APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

KOOLABURRA WATER USAGE BY CATEGORY AND GATE



FY21 SANUK FOOTWEAR WATER USAGE (LITERS OF WATER)

MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER)
CLOSURES	119.5	27.7	0.6
COMPONENTS	643.5	174.2	8.6
LEATHER	0.0	69.0	0.4
MIDSOLE	325.7	118.7	12.8
OUTSOLE	291.9	162.1	12.8
PACKAGING	29.6	40.2	2.2
SHEEPSKIN	0.0	0.0	0.0
SYNTHETIC	23.8	20.0	0.5
TEXTILE	1763.9	379.4	8.1

**Above you can see the raw material impacts are the highest in our components, midsoles, outsoles,and textiles. The raw material manufacturing impacts in our components, midsoles, outsoles and textiles are the highest and are potential areas to improve.*

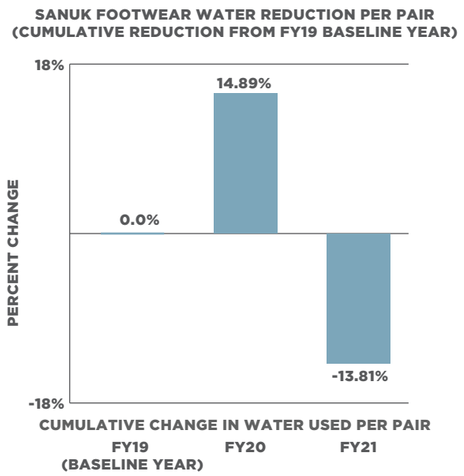
KOOLABURRA FOOTWEAR WATER USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (LITERS OF WATER)

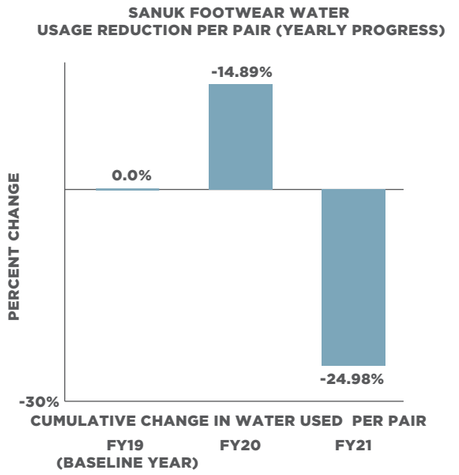
MATERIAL CATEGORY	RAW MATERIAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)	RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING WATER USAGE IMPACT (LITERS OF WATER/PAIR)	TOTAL WATER USAGE IMPACT (LITERS OF WATER/PAIR)
CLOSURES				
FY19	147.8	27.9	0.6	176.2
FY20	116.7	27.7	0.7	145.1
FY21	119.5	27.7	0.6	147.8
COMPONENTS				
FY19	575.7	146.4	9.3	731.4
FY20	805.1	148.5	6.4	959.9
FY21	643.5	174.2	8.6	826.3
LEATHER				
FY19	0.0	24.5	0.1	24.6
FY20	0.0	58.3	0.3	58.6
FY21	0.0	69.0	0.4	69.4
MIDSOLE				
FY19	685.1	237.7	23.2	946.1
FY20	401.5	123.5	13.4	538.4
FY21	325.7	118.7	12.8	457.2
OUTSOLE				
FY19	204.3	165.3	16.5	386.0
FY20	251.1	147.7	12.7	411.4
FY21	291.9	162.1	12.8	466.7
PACKAGING				
FY19	33.6	68.8	2.3	104.7
FY20	24.6	34.3	2.1	60.9
FY21	29.6	40.2	2.2	72.0
SYNTHETIC				
FY19	35.1	28.5	0.8	64.4
FY20	20.8	17.0	0.5	38.3
FY21	23.8	20.0	0.5	44.3
TEXTILE				
FY19	2105.1	388.0	8.5	2501.6
FY20	2859.0	528.1	10.5	3397.6
FY21	1763.9	379.4	8.1	2151.4

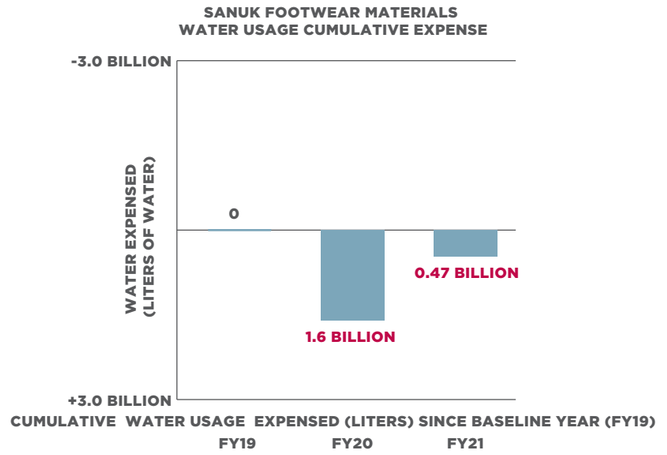
APPENDICES

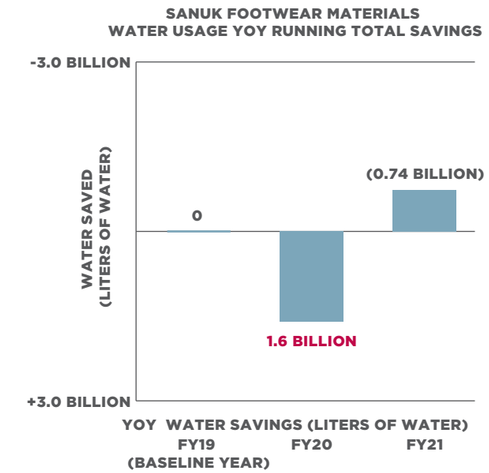
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

SANUK FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS
(WATER USAGE)





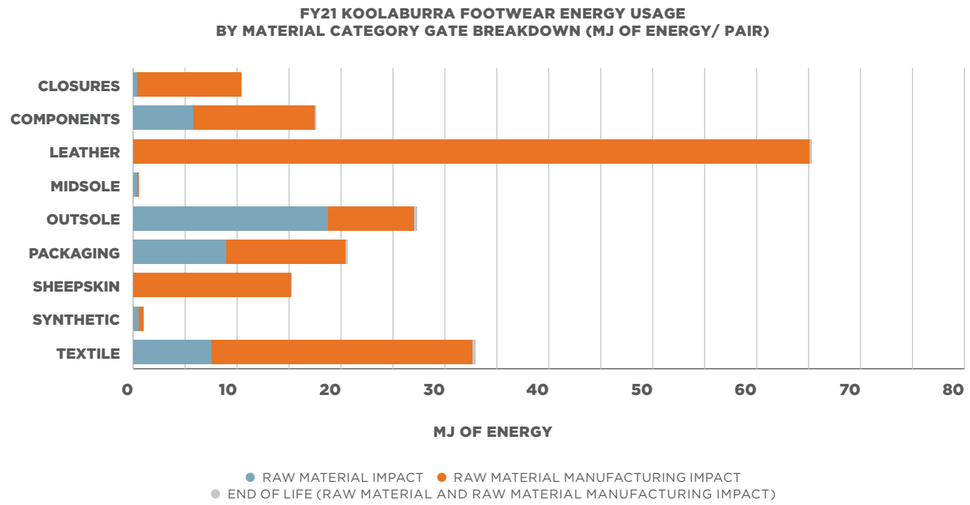




APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

SANUK ENERGY USAGE BY CATEGORY AND GATE



FY21 SANUK FOOTWEAR ENERGY USAGE (MJ OF ENERGY)

MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY)
CLOSURES	0.33	1.23	0.01
COMPONENTS	6.42	5.98	0.15
LEATHER	0.00	2.54	0.01
MIDSOLE	11.18	2.54	0.22
OUTSOLE	11.80	4.44	0.22
PACKAGING	1.29	1.27	0.04
SHEEPSKIN	0.00	0.00	0.00
SYNTHETIC	0.62	0.75	0.01
TEXTILE	3.12	13.81	0.14

**Above you can see the raw material impacts are the highest in our components, midsoles, outsoles,and textiles. The raw material manufacturing impacts in our components, midsoles, outsoles and textiles are the highest and are potential areas to improve.*

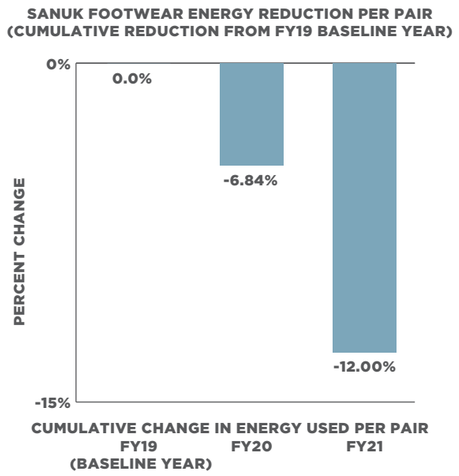
SANUK FOOTWEAR ENERGY USAGE BY MATERIAL CATEGORY GATE BREAKDOWN OVER TIME (MJ OF ENERGY)

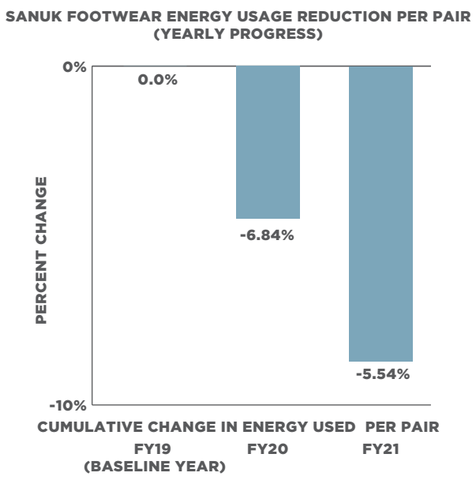
MATERIAL CATEGORY	RAW MATERIAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	END OF LIFE RAW MATERIAL AND RAW MATERIAL MANUFACTURING ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)	TOTAL ENERGY USAGE IMPACT (MJ OF ENERGY/PAIR)
CLOSURES				
FY19	0.31	1.16	0.01	1.48
FY20	0.38	1.22	0.01	1.61
FY21	0.33	1.23	0.01	1.57
COMPONENTS				
FY19	7.06	4.97	0.16	12.19
FY20	4.33	5.99	0.11	10.42
FY21	6.42	5.98	0.15	12.55
LEATHER				
FY19	0.00	0.90	0.00	0.90
FY20	0.00	2.16	0.01	2.16
FY21	0.00	2.54	0.01	2.54
MIDSOLE				
FY19	17.70	4.81	0.39	22.91
FY20	11.10	2.74	0.23	14.06
FY21	11.18	2.54	0.22	13.94
OUTSOLE				
FY19	11.62	3.71	0.28	15.61
FY20	11.20	4.12	0.22	15.54
FY21	11.80	4.44	0.22	16.46
PACKAGING				
FY19	1.41	3.30	0.04	4.75
FY20	1.19	1.11	0.04	2.34
FY21	1.29	1.27	0.04	2.60
SYNTHETIC				
FY19	0.91	1.05	0.01	1.97
FY20	0.54	0.64	0.01	1.19
FY21	0.62	0.75	0.01	1.38
TEXTILE				
FY19	4.13	15.10	0.15	19.38
FY20	4.72	19.46	0.18	24.36
FY21	3.12	13.81	0.14	17.07

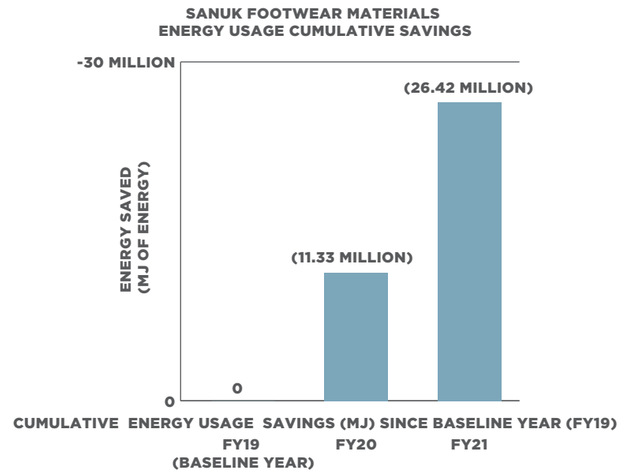
APPENDICES

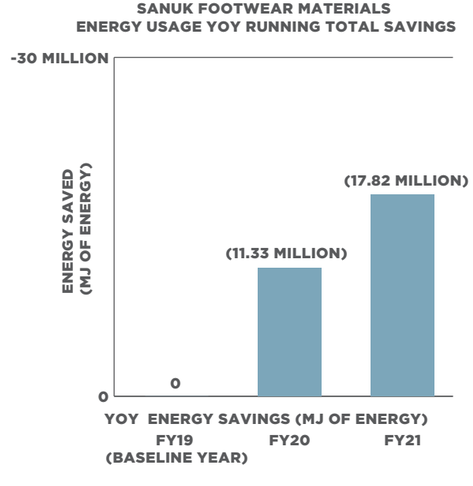
BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

SANUK FOOTWEAR PHYSICAL INTENSITY AND RESOURCE SAVINGS
(ENERGY USAGE)









APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

SANUK PACKAGING AND TREES SAVED

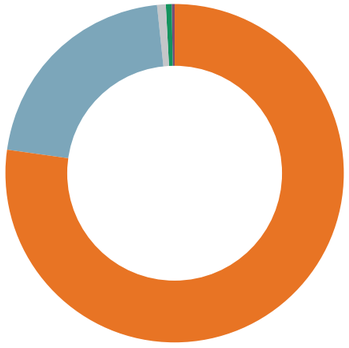
Sanuk makes up 1.05% of our footwear packaging dunnage. Sanuk strives to remove virgin non-certified paper, and incorporate more certified and recycled paper into its packaging, such as FSC and FSC mixed paper substrates. We are proud that Sanuk's footwear packaging uses only 4.4% virgin plastic and have been trialing ways to reduce plastic packaging (poly bags) in Sanuk footwear that aligns with supply chain challenges. Since 2016, Sanuk has looked at their packaging critically, removing materials where possible, replacing with higher recyclable materials and re-engineering to reduce waste and overall dunnage and its recycled paper efforts have saved over 71.000 trees. To date, Sanuk has saved over 2.28 million lbs of packaging which in turn lowered Sanuk's packaging greenhouse gas emissions per pair by 38.52%.

SANUK FOOTWEAR PREFERRED PACKAGING SUBSTRATES OVER TIME	FY17	FY18	FY19	FY20	FY21
VIRGIN AND UNCERTIFIED	16.33%	17.43%	6.84%	10.09%	6.45%
CERTIFIED AND/OR RECYCLED	83.67%	82.57%	93.16%	89.91%	93.55%

BRAND	FY17 TREES SAVED	FY18 TREES SAVED	FY19 TREES SAVED	FY20 TREES SAVED	FY21 TREES SAVED	TOTAL TREES SAVED TO DATE
SANUK	11,169	23,798	20,085	9,712	6,498	**71,263**

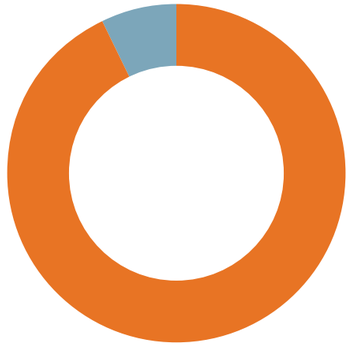
Note, this calculation is based on the Environmental Paper Network's paper calculator.* **https://c.environmentalpaper.org/calculate.html. *Results are calculated using a combination of substrates including recycled corrugated board, tissue paper, paperboard and molded pulp. The methodology includes the forest residues left behind during pulpwood harvest in the forests (i.e., slash, roots). Forest residues are roughly 50% of biomass left after harvest.*

FY21 SANUK FOOTWEAR PACKAGING SUBSTRATE BREAKDOWN



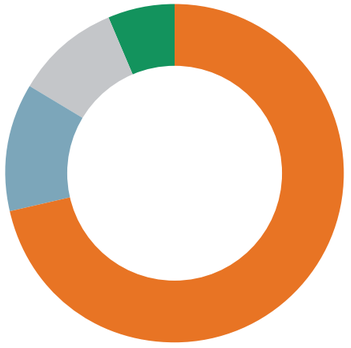
- **77.43%** PAPER
- **21.15%** PLASTIC
- **.77%** MINERAL
- **0.58%** PLANT FIBER
- **0.07%** SYNTHETIC FIBER

FY21 SANUK FOOTWEAR CERTIFIED AND/OR RECYCLED PACKAGING



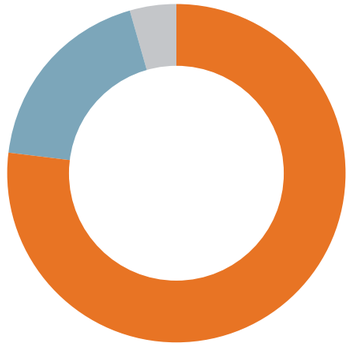
- **92.93%** CERTIFIED AND/OR RECYCLED
- **7.07%** VIRGIN AND UNCERTIFIED

FY21 SANUK FOOTWEAR PAPER PACKAGING



- **71.66%** RECYCLED (UNCERTIFIED)
- **12.06%** FSC FOREST STEWARDSHIP COUNSEL (RECYCLED)
- **10.09%** FSC FOREST STEWARDSHIP COUNSEL (VIRGIN)
- **6.19%** VIRGIN (UNCERTIFIED)

FY21 SANUK FOOTWEAR PLASTIC PACKAGING



- **77.05%** GRS GLOBAL RECYCLING STANDARD
- **18.55%** RECYCLED (UNCERTIFIED)
- **4.4%** VIRGIN (UNCERTIFIED)

APPENDICES

BRAND-SPECIFIC PRODUCT AND PACKAGING MATERIALS LCA (CONTINUED)

SANUK PACKAGING MATERIALS LCA

	GHG EMISSIONS (EQV. CO2 KG) PER PAIR	CUMULATIVE CHANGE IN GHG EMISSION PER PAIR	SANUK GHG EMISSIONS SAVINGS (EQV. CO2 KG) SINCE BASELINE YEAR (FY19)
FY19 (BASELINE YEAR)	0.5	—%	—
FY20	0.3	*(44.50)%*	*(511,255)*
FY21	0.3	*(38.52)%*	*(846,993)*
	WATER USAGE (LITERS) **PER PAIR**	**CUMULATIVE CHANGE IN WATER USE PER PAIR**	**SANUK WATER USAGE SAVINGS** (LITERS) **SINCE BASELINE YEAR** (FY19)
FY19 (BASELINE YEAR)	104.7	—%	—
FY20	60.9	*(41.80)%*	*(97,356,549)*
FY21	72.0	*(31.18)%*	*(152,459,421)*
	ENERGY (MJ) **PER PAIR**	**CUMULATIVE CHANGE IN ENERGY PER PAIR**	**SANUK ENERGY USAGE SAVINGS** (MJ) **SINCE BASELINE YEAR** (FY19)
FY19 (BASELINE YEAR)	4.7	—%	—
FY20	2.3	*(50.70)%*	*(5,358,276)*
FY21	2.6	*(45.24)%*	*(8,985,243)*
	DUNNAGE (LBS) **PER PAIR**	**CUMULATIVE CHANGE**	**SANUK DUNNAGE SAVINGS** (LBS) **SINCE BASELINE YEAR** (FY17)
FY17 (BASELINE YEAR)	0.42	—%	—
FY18	0.28	*(34.12)%*	*(718,913)*
FY19	0.24	*(42.52)%*	*(1,549,194)*
FY20	0.23	*(46.19)%*	*(1,985,012)*
FY21	0.24	*(42.37)%*	*(2,288,334)*

APPENDICES

FY21 DISCLOSURES - GLOBAL REPORTING INITIATIVE (GRI) INDEX

The FY21 'Creating Change' Corporate Responsibility and Sustainability Report has been produced in accordance with the Global Reporting Initiative (GRI) Standards: core option.

GENERAL DISCLOSURE CATEGORY

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
ORGANIZATIONAL PROFILE			
102-1	Name of Organization	FY21 Creating Change Report ▪ 'Deckers in Summary'	
102-2	Activities, brands, products and services		
102-3	Location of headquarters		
102-4	Location of operations		
102-5	Ownership and legal form	FY21 Annual Report	
102-6	Markets served	FY21 Annual Report	
102-7	Scale of Organization	FY21 Creating Change Report ▪ 'Deckers in Summary'	
102-8	Information on employees and other workers	FY21 Creating Change Report ▪ 'People'	
102-9	Supply Chain	FY21 Creating Change Report ▪ 'Human Rights'	
102-10	Significant changes to the organization and its supply chain	FY21 Annual Report	
102-11	Precautionary principle or approach		We do not currently disclose this information
102-12	External initiatives	FY21 Creating Change Report ▪ 'Stakeholder Engagement' ▪ 'Materials and SDGs Partnerships' ▪ 'Social Responsibility collaboration'	
102-13	Membership of association	▪ 'Materials and SDGs Partnerships' ▪ 'Social Responsibility collaboration'	

GENERAL DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
STRATEGY			
102-14	Statement from senior decision maker	FY21 Creating Change Report ▪ 'Letter from our CEO'	
102-15	Key impacts, risks, and opportunities	FY20 Creating Change Report ▪ 'FY21 Achievements made toward reaching our SDGs'	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behavior	FY21 Creating Change Report ▪ 'Company Values'	
102-17	Mechanisms for advice and concerns about ethics	FY21 Creating Change Report ▪ 'Hotline Metrics'	
GOVERNANCE			
102-18	Governance structure	FY21 Creating Change Report ▪ 'Program Governance'	
102-19	Delegating Authority		
102-20	Executive-level responsibiity for economic, environmental and social topics		
102-21	Consulting stakeholders on economic, environmental and social topics		
102-22	Composition of the highest governance body and its committees	Annual Report	
102-23	Chair of highest governance body		
102-24	Nominating and selecting the highest governance body		
102-25	Conflicts of Interest	FY21 Creating Change Report ▪ 'Conflicts of Interest'	

FY21 DISCLOSURES - GLOBAL REPORTING INITIATIVE (GRI) INDEX (CONTINUED)

GENERAL DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
GOVERNANCE (CONTINUED)			
102-26	Role of highest governance body in setting purpose, values and strategy	FY21 Creating Change Report ▪ Our Foundation ▪ Program Governance Proxy Statement	
102-27	Collective knowledge of highest governance body		
102-28	Evaluating the highest governance body's performance		
102-29	Identifying and managing economic, environmental, and social impacts		
102-30	Effectiveness of risk management processes		
102-31	Review of economic, environmental and social topics		
102-32	Highest governance body's role in sustainability reporting		
102-33	Communicating critical concerns		
102-34	Nature and total number of critical concerns		
102-35	Remuneration policies	FY21 Creating Change Report ▪ 'Board of Directors' ▪ 'Profile of our Board FY21 Data' 'Proxy Statement'	
102-36	Process for determining remuneration		
102-37	Stakeholders' involvement in remuneration		
102-38	Annual Total compensation ratio		
102-39	Percentage increase in annual total compensation ratio		

GENERAL DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	FY21 Creating Change Report ▪ 'Stakeholder Engagement'	
102-41	Collective bargaining agreements		Our supply chain partners must respect the right of employees to freely associate and collectively bargain
102-42	Identifying and selecting stakeholders	FY21 Creating Change Report ▪ 'Stakeholder Engagement'	
102-43	Approach to stakeholder engagement		
102-44	Key topics and concerns raised	FY21 Creating Change Report ▪ Our Foundation ▪ Stakeholder Engagement	
REPORTING PRACTICE			
102-45	Entities included in consolidated financial statements	FY21 Annual Report	
102-46	Defining report content and topic boundaries	FY21 Creating Change Report ▪ 'Achievements made toward reaching our SDGs'	
102-47	List of material topics	FY21 Creating Change Report ▪ 'Achievements made toward reaching our SDGs'	
102-48	Restatements of information		The reasoning behind any information as well as the impact of changes to methodology, data quality, availability, etc. are outlined throughout this report in the relevant sections and disclosures

APPENDICES

FY21 DISCLOSURES - GLOBAL REPORTING INITIATIVE (GRI) INDEX (CONTINUED)

GENERAL DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
REPORTING PRACTICE (CONTINUED)			
102-49	Changes in report period	None	
102-50	Reporting period	April 1, 2020 –March 31, 2021	
GOVERNANCE (CONTINUED)			
102-51	Date of most recent report	FY20 CR Report published October 2020	
102-52	Reporting cycle	Annual	
102-53	Contact point for questions regarding the report	cr@deckers.com	
102-54	Claims of reporting in accordance with the GRI Standards	FY21 Creating Change Report ▪ 'Additional Information'	
102-55	GRI Content Index	This document is the GRI Content Index for FY21	
102-56	External Assurance	The content of this report was not reviewed or verified by an external third party	

ECONOMIC DISCLOSURE CATEGORY

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
ECONOMIC PERFORMANCE			
103-1	Explanation of the material topic and its boundary	FY21 Annual Report	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
201-1	Direct economic value generated and distributed	FY21 Annual Report	

ECONOMIC DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
ECONOMIC PERFORMANCE (CONTINUED)			
201-2	Financial Implications and other risks and opportunities due to climate change	Not disclosed	
201-3	Defined benefit plan obligations and other retirement plans	FY21 Creating Change Report ▪ Gender Equality, Quality Education and Reduced Inequalities ▪ Benefits	
201-4	Financial assistance recieved from government	Not disclosed	
MARKET PERFORMANCE			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Not currently disclosed	
202-2	Proportion of senior management hired from the local community	Not currently disclosed	
INDIRECT ECONOMIC IMPACTS			
203-1	Infrastructure investments and services supported	FY 21 Creating Change Report ▪ Climate and Clean Energy ▪ New York Flagship Store ▪ Regenerative Farming ▪ Community ▪ Notable Monetary Donations	
203-2	Significant indirect economic impacts	FY 21 Creating Change Report ▪ Climate and Clean Energy ▪ New York Flagship Store ▪ Regenerative Farming ▪ Community ▪ Notable Monetary Donations"	
PROCUREMENT PRACTICES			
204-1	Proportion of spending on local suppliers	Not currently disclosed	

APPENDICES

FY21 DISCLOSURES - GLOBAL REPORTING INITIATIVE (GRI) INDEX (CONTINUED)

ECONOMIC DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
ANTI-CORRUPTION			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'Integrity First' ▪ Employee Training' ▪ 'Policies'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
205-1	Operations assessed for risks related to corruption		
205-2	Communication and training about anti-corruption policies and procedures		
205-3	Confirmed incidents of corruption and actions taken		
ANTI-COMPETITIVE BEHAVIOR			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	FY21 Creating Change Report ▪ 'Integrity First'	
TAX			
207-1	Approach to tax	We take reasonable steps to determine and follow the intention of the legislature in regards to regulatory tax compliance. Our tax strategy applies to Deckers Outdoor Corporation and its wholly owned subsidiaries. Our Board of Directors oversees our tax strategy and works to ensure full and timely compliance with tax reporting and other obligations as required by legislation. Our tax strategy is organized to manage taxation efficiently, consistent with commercial needs and with a conservative approach to tax risk. Arrangements will not be entered into, facilitated or promoted without business purpose or commercial rationale, or if outside of our risk appetite or in conflict with the intention of legislation. Our tax team consults with external advisors on specific matters, where required, and engages with industry bodies to assess future legislative developments.	
207-2	Tax governance, control, and risk management		
207-3	Stakeholder engagement and management of concerns related to tax		
207-4	Country-by-country reporting		

ENVIRONMENT DISCLOSURE CATEGORY

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
MATERIALS			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'Materials'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
301-1	Materials used by weight or volume		
301-2	Recycled input materials used		
301-3	Reclaimed products and their packaging materials		
ENERGY			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'Climate and Clean Energy'	
103-2	The management approach and its components	FY21 Creating Change Report ▪ 'Climate and Clean Energy'	
103-3	Evaluation of the management approach		
302-1	Energy consumption within the organization	FY21 Creating Change Report ▪ 'Climate and Clean Energy'	
302-2	Energy consumption outside the organization	FY21 Creating Change Report ▪ 'Climate and Clean Energy'	
302-3	Energy Intensity	FY21 Creating Change Report ▪ 'Climate and Clean Energy'	

FY21 DISCLOSURES - GLOBAL REPORTING INITIATIVE (GRI) INDEX (CONTINUED)

ENVIRONMENT DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
ENERGY (CONTINUED)			
302-4	Reduction of energy consumption	FY21 Creating Change Report ▪ 'Climate and Clean Energy'	
302-5	Reductions in energy requirements of product and services		
WATER AND EFFLUENTS			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'FY21 Achievements' ▪ 'Water'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
303-1	Interactions with water as a shared resource	FY21 Creating Change Report ▪ 'FY21 Achievements' ▪ 'Water' ▪ 'Our Approach' ▪ 'Supply Chain Water Conservation Efforts'	
303-2	Management of water discharge-related impacts		
303-3	Water withdrawl		
303-4	Water discharge		
303-5	Water consumption		
BIODIVERSITY			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	▪ Corporate HQ campus surrounded by wetland restoration areas. Rainwater collected on campus is ultimately put back into the wetland restoration area.	
304-2	Significant impacts of activities, products, and services on biodiversity	FY21 Creating Change Report ▪ Community ▪ Notable Monetary Donations ▪ Climate and Clean Energy ▪ Regenerative Farming	

ENVIRONMENT DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
BIODIVERSITY (CONTINUED)			
304-3	Habitats protected or restored	FY21 Creating Change Report ▪ Climate and Clean Energy ▪ Regenerative Farming	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	FY21 Creating Change Report ▪ Materials ▪ Animal Welfare ▪ Ethical Sourcing and Animal Welfare	
EMISSIONS			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'FY21 Achievements' ▪ 'Carbon and Greenhouse Gas Emissions' ▪ 'Energy'	
103-2	The management approach and its components	FY21 Creating Change Report ▪ 'FY21 Achievements' ▪ 'Carbon and Greenhouse Gas Emissions' ▪ 'Energy'	
103-3	Evaluation of the management approach	FY21 Creating Change Report ▪ 'FY21 Achievements' ▪ 'Carbon and Greenhouse Gas Emissions' ▪ 'Energy'	
305-1	Direct (Scope 1) GHG emissions	FY21 Creating Change Report ▪ 'FY21 Achievements' ▪ 'Carbon and Greenhouse Gas Emissions' ▪ 'Energy'	
305-2	Energy indirect (Scope 2) GHG emissions	FY21 Creating Change Report ▪ 'FY21 Achievements' ▪ 'Carbon and Greenhouse Gas Emissions' ▪ 'Energy'	

FY21 DISCLOSURES - GLOBAL REPORTING INITIATIVE (GRI) INDEX (CONTINUED)

ENVIRONMENT DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
EMISSIONS (CONTINUED)			
305-3	Other indirect (Scope 3) GHG emissions	FY21 Creating Change Report ▪ 'FY21 Achievements' ▪ 'Carbon and Greenhouse Gas Emissions' ▪ 'Energy'	
305-4	GHG intensity	FY21 Creating Change Report ▪ Climate and Clean Energy ▪ Brand Specific Physical Intensity Targets and Progress	
305-5	Reduction of GHG emissions	FY21 Creating Change Report ▪ 'FY21 Achievements' ▪ 'Carbon and Greenhouse Gas Emissions' ▪ 'Energy'	
305-6	Emissions of ozone-depleting substances (ODS)	FY21 Creating Change Report ▪ Chemistry & Consumer Safety http://www.deckers.com/sites/default/files/pdf/Restricted%20Substances%20Packet.pdf	
305-7	Nitrogen Oxides (NOx), sulfur oxides (SOx), and other significant air emissions	FY21 Creating Change Report ▪ Chemistry & Consumer Safety http://www.deckers.com/sites/default/files/pdf/Restricted%20Substances%20Packet.pdf	
WASTE			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'FY21 Achievements'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
306-1	Waste generation and significant waste-related impacts	FY 21 Creating Change Report ▪ 'Waste'	

ENVIRONMENT DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
WASTE (CONTINUED)			
306-2	Management of significant waste-related impacts	FY21 Creating Change Report ▪ 'Waste' ▪ 'Supply Chain Waste Mitigation Efforts'	
306-3	Waste generated		
306-4	Waste diverted from disposal		
306-5	Waste directed to disposal		
ENVIRONMENTAL COMPLIANCE			
307-1	Non-compliance with environmental laws and regulations	During the reporting period, we are not aware of any material non-compliance with environmental laws and regulations.	
SUPPLIER ENVIRONMENTAL ASSESSMENT			
308-1	New Suppliers that were screened using environmental criteria	FY21 Creating Change Report ▪ 'Supply Chain Water Usage Efforts' ▪ 'Supply Chain Water Recycled' ▪ 'Supply Chain Waste Generation Efforts' ▪ 'Supply Chain Waste Diversion Efforts'	
308-2	Negative environmental impacts in the supply chain and actions taken	▪ During the reporting period, we are not aware of any negative environmental impacts in the supply chain.	

APPENDICES

FY21 DISCLOSURES - GLOBAL REPORTING INITIATIVE (GRI) INDEX (CONTINUED)

SOCIAL DISCLOSURE CATEGORY

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
EMPLOYMENT			
401-1	New employees hire and employee turnover	Not Disclosed	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	▪ Gender Equality, Reduced Inequalities, and Quality Education ▪ Benefits ▪ Temporary or part time employees may not have access to all full-time employee benefits depending upon the terms upon each benefit plan.	
401-3	Parental Leave	▪ Gender Equality, Reduced Inequalities, and Quality Education ▪ Benefits	
OCCUPATIONAL HEALTH AND SAFETY			
103-1	Explanation of the material topic and its boundary	▪ "FY21 Creating Change Report ▪ 'Health and Safety of Factory Employees'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
403-1	Occupational health and safety management system	▪ Not disclosed	
403-2	Hazard identification, risk assessment, and incident investigation	▪ Not disclosed	
403-3	Occupational health services	▪ Not disclosed	
403-4	Worker participation, consultation and communication on occupational health and safety	▪ Not disclosed	

SOCIAL DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
OCCUPATIONAL HEALTH AND SAFETY (CONTINUED)			
403-5	Worker training on occupational health and safety	▪ FY21 Creating Change Report ▪ Workers in our Supply Chain ▪ Ethical Supply Chain Training	
403-6	Promotion of worker health	▪ FY21 Creating Change Report ▪ Workers in our Supply Chain ▪ Ethical Supply Chain Training	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	▪ FY21 Creating Change Report ▪ Workers in our Supply Chain ▪ Ethical Supply Chain Training	
403-8	Workers covered by an occupational health and safety management system	▪ Not disclosed	
403-9	Work-related injuries	▪ FY21 Creating Change Report ▪ Workers in our Supply Chain ▪ FY21 Health & Safety Breakdown by Tier	
403-10	Work-related ill health	▪ FY21 Creating Change Report ▪ Workers in our Supply Chain ▪ FY21 Health & Safety Breakdown by Tier	
TRAINING AND EDUCATION			
404-1	Average hours of training per year per employees	FY21 Creating Change Report ▪ Integrity First	
404-2	Programs for upgrading employee skills and transition assistance programs	FY21 Creating Change Report ▪ Integrity First	
404-3	Percentage of employees receiving regular performance and career development reviews	All full-time employees go through an annual review process	

FY21 DISCLOSURES - GLOBAL REPORTING INITIATIVE (GRI) INDEX (CONTINUED)

SOCIAL DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
DIVERSITY AND EQUAL OPPORTUNITY			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'Equity, Inclusion and Diversity'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
405-1	Diversity of governance bodies and employees		
405-2	Ratio of basic salary and remuneration of women to men	Not disclosed	
NON-DISCRIMINATION			
103-1	Explanation of the material topic and its boundary	▪ FY21 Creating Change Report ▪ 'Training' ▪ 'Policies'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
406-1	Incidents of discrimination and corrective actions taken	'Hotline Metrics by Topic'	

SOCIAL DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change ▪ 'Human Rights' ▪ 'Workers in our supply Chain' ▪ 'Partner performance'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		
408-1	Operations and suppliers at significant risk for incidents of child labor	FY21 Creating Change Report ▪ Human Rights ▪ Child Labor	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	FY21 Creating Change ▪ 'Human Rights' ▪ 'Forced Labor'	
410-1	Security personnel trained in human rights policies or procedures	Not disclosed	
411-1	Incidents of violations involving rights of indigenous peoples	Not disclosed	
HUMAN RIGHTS ASSESSMENT			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'FY21 Achievements toward SDGs'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		

APPENDICES

FY21 DISCLOSURES - GLOBAL REPORTING INITIATIVE (GRI) INDEX (CONTINUED)

SOCIAL DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
HUMAN RIGHTS ASSESSMENT (CONTINUED)			
412-1	Operations that have been subject to human rights reviews or impact assessment	FY21 Creating Change Report ▪ 'Human Rights'	
412-2	Employee training on human rights policies or procedures	Dekers ESC and Compliance Teams, those who are responsible for auditing/compliance with our Ethical Supply Chain Supplier Code of Conduct, have been trained and such training is refreshed as needed.	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	All Manufacturing Agreements require our partners to comply with our Ethical Supply Chain Supplier Code of Conduct.	
LOCAL COMMUNITIES			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'FY21 Achievements toward SDGs'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
413-1	Operations with local community engagement, impact assessments and development programs	FY21 Creating Change Report ▪ 'Community' ▪ 'HERproject'	
SUPPLIER SOCIAL ASSESSMENT			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'FY21 Achievements toward SDGs'	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		

SOCIAL DISCLOSURE CATEGORY (CONTINUED)

DISCLOSURE NUMBER	DISCLOSURE TITLE	LOCATION	NOTES
SUPPLIER SOCIAL ASSESSMENT (CONTINUED)			
414-1	New suppliers that were screened using social criteria	FY21 Creating Change Report ▪ 'Human Rights'	
414-2	Negative social impacts in the supply chain and actions taken	During the reporting period, there were no negative social impacts in the supply chain.	
PUBLIC POLICY			
415-1	Political Contributions	We do not make political contributions	
CUSTOMER HEALTH AND SAFETY			
103-1	Explanation of the material topic and its boundary	FY21 Creating Change Report ▪ 'FY21 Achievements toward SDGs' ▪ 'Chemistry and Consumer Safety'	
103-2	The management Approach and its components		
103-3	Evaluation of the management approach		
416-1	Assessment of the health and safety impacts of product and service categories	FY21 Creating Change Report ▪ 'FY21 Achievements toward SDGs' ▪ 'Chemistry and Consumer Safety' ▪ 'Restricted Substances Testing' ▪ 'RS Failure Rate' ▪ 'Consumer Product Safety Improvement Act' ▪ 'Chemicals Reduced, Controlled, or Eliminated in FY21'	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	FY21 Creating change Report ▪ 'Restricted Substances Failures' ▪ 'Consumer Products Safety improvement act *(CPSIA)*'	

APPENDICES

FY21 DISCLOSURES – SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

The FY21 'Creating Change' Corporate Responsibility and Sustainability Report has been produced in accordance with the Sustainability Accounting Standards Board (SASB) Consumer Goods Sector Apparel Accessories & Footwear Index. SASB is an independent, non-profit standards-setting organization that helps companies disclose social and governance information. This index maps the disclosure of SASB metrics in our FY21 Creating Change report.

ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE
LABOR CONDITIONS IN THE SUPPLY CHAIN				
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 *(%)*	CG-AA-430b.1	FY21 Creating Change Report ▪ Human Rights
Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	Quantitative	Rate	CG-AA-430b.2	FY21 Creating Change Report ▪ Human Rights
Description of the greatest *(1)* labor and *(2)* environmental, health, and safety risks in the supply chain	Discussion and Analysis	N/A	CG-AA-430b.3	FY21 Creating Change Report ▪ Human Rights ▪ Top Findings Of Non-Compliance ▪ Health And Safety Of Factory Employees
RAW MATERIALS SOURCING				
Description of environmental and social risks associated with sourcing priority raw materials	Discussion and Analysis	Discussion and Analysis	CG-AA-440a.1	FY21 Creating Change Report ▪ Product Materials ▪ Materials Traceability Efforts ▪ Deforestation ▪ 'Animal Welfare ▪ Packaging Waste
Percentage of raw materials third-party certified to an environmental and/or social sustainability standard, by standard	Quantitative	Percentage *(%)*	CG-AA-440a.2	FY21 Creating Change Report ▪ Product Materials ▪ Responsible-Preferred Materials ▪ Packaging Waste ▪ Note – we are working on adding attributes to PLM do we will be able to evolve and pull more quantitative metrics

ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE
ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN				
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 *(%)*	CG-AA-430a.1	▪ We measure our supply chain partners water usage and conservation efforts FY21 Creating Change Report ▪ Supply Chain Water Usage Efforts
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 *(%)*	CG-AA-430a.2	FY21 Creating Change Report ▪ Lifecycle Assessment Supply Chain Water Usage Efforts ▪ Supply Chain Water Recycled ▪ Supply Chain Waste Generation Efforts *While we do not use HIGG's environmental module we do use an equivalent environmental data tool: Trayak's Compass, a science-based third-party LCA tool.*
MANAGEMENT OF CHEMICALS IN PRODUCTS				
Discussion of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	N/A	CG-AA-250a.1	FY21 Creating Change Report ▪ Chemistry & Consumer Safety Goals
Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	N/A	CG-AA-250a.2	FY21 Creating Change Report ▪ Chemistry & Consumer Safety Goals

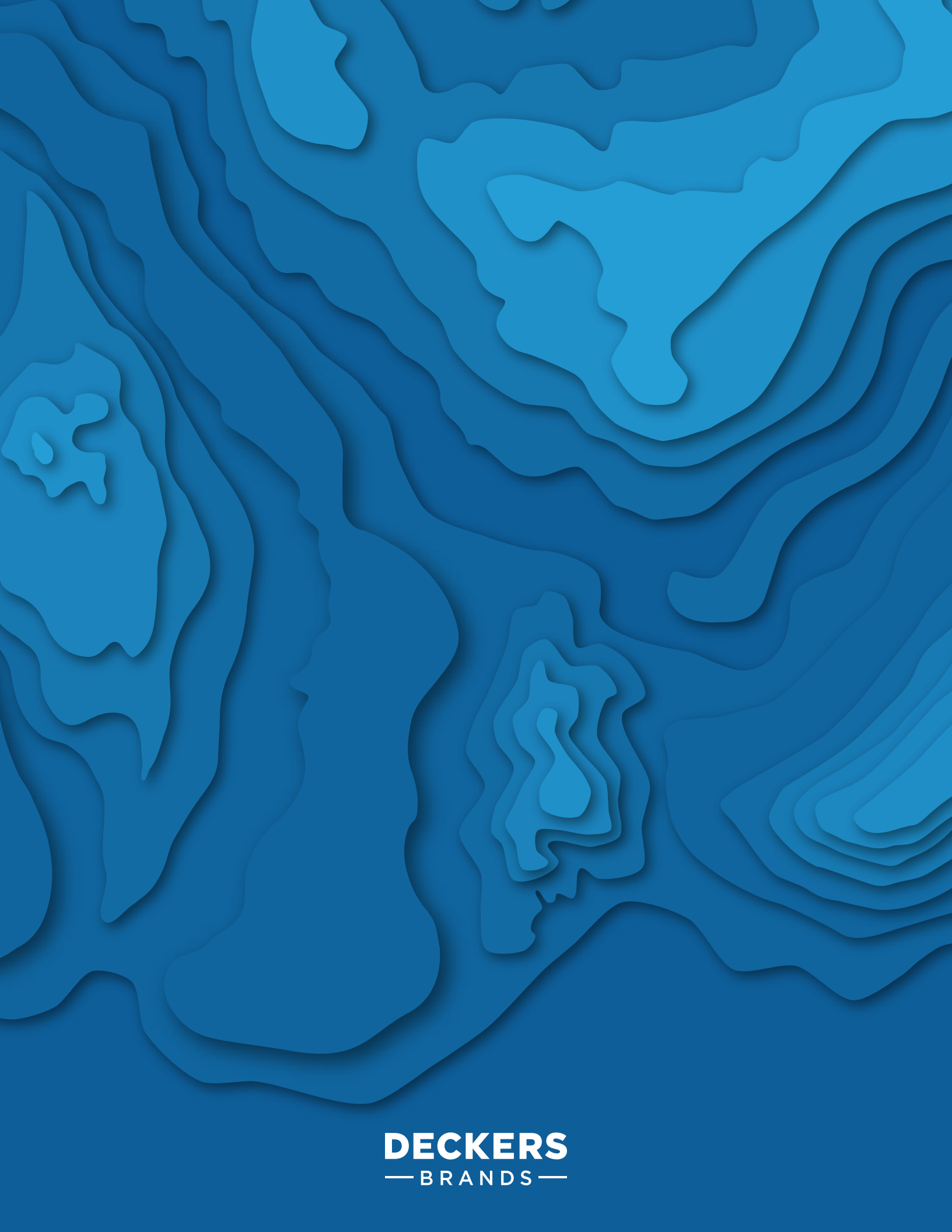
APPENDICES

FY21 DISCLOSURES

COMPARISON OF FRAMEWORKS SASB AND TASK FORCE CLIMATE RELATED FINANCIAL DISCLOSURES (TCFD)

STANDARDS	GOVERNANCE		STRATEGY				RISK MANAGEMENT			METRICS & TARGETS		
	G *(a)*	G *(b)*	S *(a)*	S *(b)*	S *(c)*		RM *(a)*	RM *(b)*	RM *(c)*	MT *(a)*	MT *(b)*	MT *(c)*
SASB INDUSTRY – SPECIFIC STANDARD(S)	Aligned with TCFD guidance in key industries	Aligned with TCFD guidance in key industries	No alignment between SASB and TCFD	No alignment between SASB and TCFD	Aligned with TCFD guidance in key industries		No alignment between SASB and TCFD	Aligned with TCFD guidance in key industries	Aligned with TCFD guidance in key industries	Aligned with TCFD recommendations	Aligned with TCFD guidance in key industries	Aligned with TCFD recommendations
TCFD	Aligned with TCFD guidance in key industries	Aligned with TCFD guidance in key industries	FY21 Creating Change Report ▪ 'FY21 Achievements toward SDGs' ▪ 'Climate and Clean Energy'	FY21 Creating Change Report ▪ 'FY21 Achievements toward SDGs' ▪ 'Program Governance' ▪ 'Climate and Clean Energy' ▪ 'Waste' ▪ 'Water' ▪ 'Energy'	Aligned with TCFD guidance in key industries		FY21 Creating Change Report ▪ 'FY21 Achievements toward SDGs' ▪ 'Program Governance' ▪ 'Climate and Clean Energy' ▪ 'Waste' ▪ 'Water' ▪ 'Energy'	Aligned with TCFD guidance in key industries	Aligned with TCFD guidance in key industries	Aligned with TCFD recommendations	Aligned with TCFD guidance in key industries	Aligned with TCFD recommendations

1. *S (a): Disclose the climate-related risks and opportunities the organization has identified over the short, medium, and long terms.*
2. *S (b): Disclose the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.*
3. *RM (a): Describe the organization's processes for identifying climate related risks.*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