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INVESTOR PRESENTATION

October 21, 2021

FORWARD-LOOKING STATEMENT

This document includes estimates, projections, and statements relating to our business plans, commitments, objectives, and expected operating results that are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, and Section 21E of the Securities Exchange Act of 1934. These statements include, but are not limited to, statements regarding potential impacts to our business related to our supply chain challenges, share repurchase plans, commitment and ability to achieve net zero emissions by 2030, the COVID-19 pandemic, our financial condition, brand and liquidity outlook, and expectations regarding our future revenue, tax rate, capital expenditures, operating margin, non-GAAP adjustments and ability to deliver sustained, highly profitable growth. These statements involve known and unknown risks, uncertainties, and other factors, which may cause our actual results, performance, or achievements to be materially different from any future results, performances, or achievements expressed or implied by the forward-looking statements. These risks and uncertainties include, but are not limited to, the following: the COVID-19 pandemic and related government, private sector, and individual consumer responsive actions; current global financial conditions, including economic impacts resulting from the COVID-19 pandemic; the effect of competition in our industry; our ability to effectively manage our future growth or declines in revenues; changing consumer preferences; our ability to maintain and expand revenues and gross margin; our ability to accurately forecast consumer demand for our products; our ability to successfully implement our strategic plans; our ability to develop and sell new products; our ability to obtain and protect intellectual property rights; the effect of potential adverse currency exchange rate fluctuations and other international operating risks; and other factors described in our most recent Annual Report on Form 10-K under the heading “Risk Factors” and our subsequent filings with the Securities and Exchange Commission. Readers are encouraged to review that section and all other disclosures appearing in our filings with the Securities and Exchange Commission. All information in this document speak only as of the date of this document. We do not undertake any obligation to update publicly any forward-looking statements.

CONTENT

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OUR VISION

Everyone comfortable in their own shoes

OUR VALUES

The Path We Choose to Walk

DELIGHTFULLY DEMOCRATIC

We celebrate one-of-a-kinds and stand together with all different kinds.

PEOPLE-PURPOSED DESIGN

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

INHERENT SIMPLICITY

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

IMAGINATIVE INNOVATION

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

UNAPOLOGETIC OPTIMISM

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

CONFIDENTLY COMFORTABLE

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

QUARTERLY HIGHLIGHTS

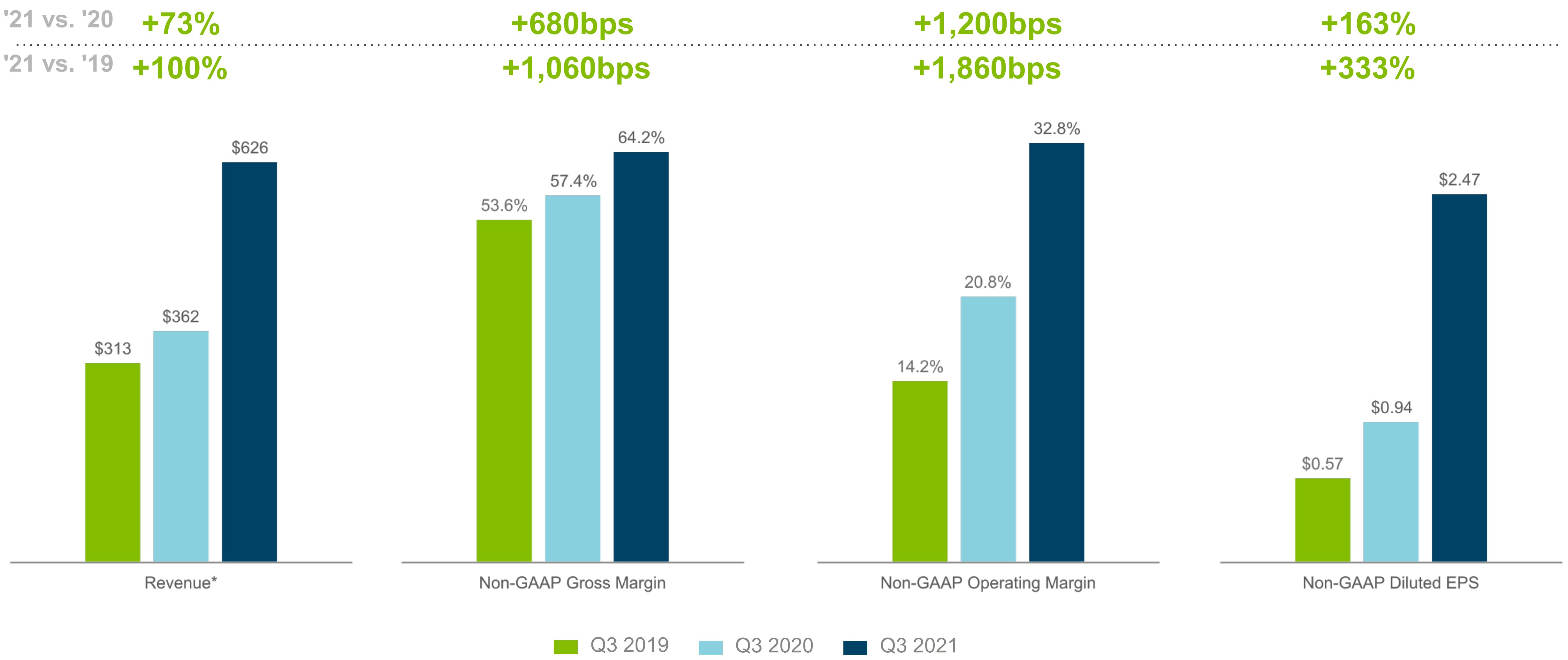
"Our third quarter was exceptional, underscored by 73% revenue growth over 2020 and industry-leading operating margin of 32%. Globally, our teams are managing through the supply chain disruptions to mitigate the impact on our business. Despite the temporary disruptions, we expect 2022 revenues to grow over 20% from 2021 fueled by the strength of our brand and consumer demand globally."

– Andrew Rees, CEO

Q3 Highlights

- Revenues of $626M, +73% and +100% vs. PY and 2019, respectively
  - Americas +95% vs. PY
  - Asia Pacific +24% vs. PY
  - EMEA +44% vs. PY
  - DTC +60% vs. PY and 51% of revenues
  - WHL +88% vs. PY and 49% of revenues
- Digital sales grew 69% to represent 37% of revenues
- Non-GAAP income from operations increased approximately $130M to $205M
  - Non-GAAP operating margin expanded to 33% up from 21%
- Non-GAAP diluted EPS of $2.47, up from $0.94
- Announced commitment to becoming a net zero company by 2030 and began production of bio-based products that will go on sale in 2022

Exceptional Third Quarter Results



* Note: USD millions for Revenue. Revenue growth is on a reported basis.

Net Zero by 2030

Sustainable Ingredients

- Carbon footprint per pair of shoes produced is already low(1)
- By the end of 2021 Crocs will be a 100% vegan brand
- Began production of shoes with a more sustainable bio-based Croslite material(2)

Packaging

- 85% of all products were sold without shoe boxes in 2020
- Continuing exploration of sustainable packaging alternatives

Resource Use

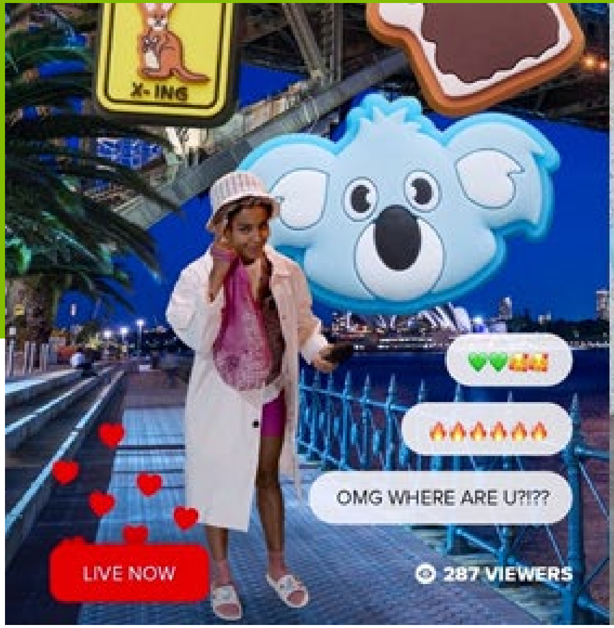
- 45% of all Croslite material production scrap is recycled(2)
- Planning to transition to renewable energy within our offices, distribution centers, and factories
- Committed to establishing carbon reduction goals informed by Science Based Targets

Afterlife Product Solutions

- Currently donate significant quantities of unsold shoes annually to those in need
- Exploring a circular supply chain
- Investigating ways to give Crocs shoes a second life through consumer-led donations, recycling, and re-commerce programs

(1) Classic clog CO_2 eq. emissions of 3.94 kg per pair. This metric was calculated using the Higg Product Module 1.0 at Higg.org. This calculation was conducted internally, was third-party verified, and represents a cradle-to-grave impact.
(2) Croslite is the predominant material in Crocs manufacturing process

GROWTH FRAMEWORK



DIGITAL

SANDALS

ASIA

PRODUCT & MARKETING INNOVATION

Digital-First Approach

Direct-to-consumer			Wholesale	
Company-operated full-price retail and outlet stores, kiosks, and store-in-store	Crocs.com	Third-party marketplaces (e.g., Tmall)	e-tailers (e.g., Amazon, Zappos, Zalando)	Distributors, multi-brand, and brick-and-mortar retailers
	Digital			

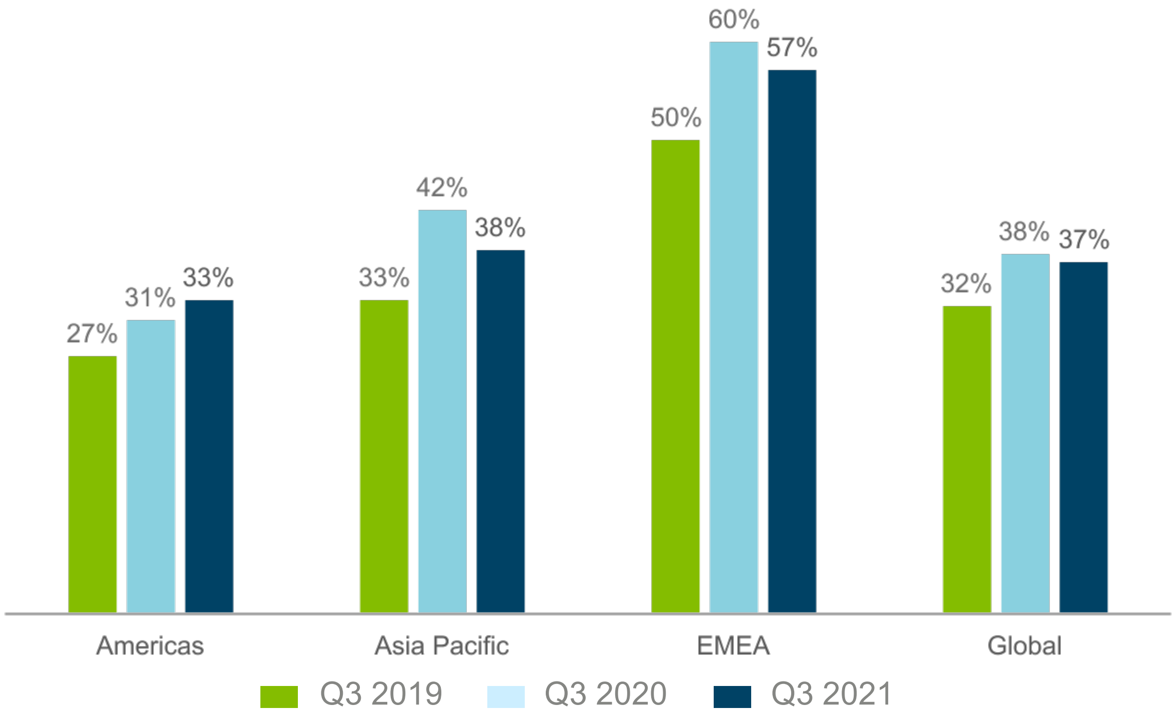
* Chart reflects percentage of Q3 2021 sales.

GROWTH FRAMEWORK

Digital Sales to be 50%+ of Revenues by 2026E

- Digital commerce growth of 69% vs. PY
- Digital sales represented 37% of total Q3 revenues

Q3 Digital Penetration



Digital sales includes sales through our company-owned websites, third party marketplaces, and e-tailers. Refer to 2021 Investor Day Presentation for additional detail on long-term targets for 2026E.

4X Revenue Growth in Sandals by 2026E

- Fragmented $30bn casual market with no clear leader
- Drive awareness through marketing
- Convert existing customers and provide an additional gateway to our brand
- Year-round digital opportunity
- Win across 4 key sub-categories: icon, style, comfort, adventure
- Consistent track record of growth
  - Sandal growth of +15%, to represent 13% of footwear sales in Q3 2021; YTD sandal growth of +31% vs. PY
  - Sandal brand consideration is in line with clogs

Refer to 2021 Investor Day Presentation for additional detail on long-term targets for 2026E.

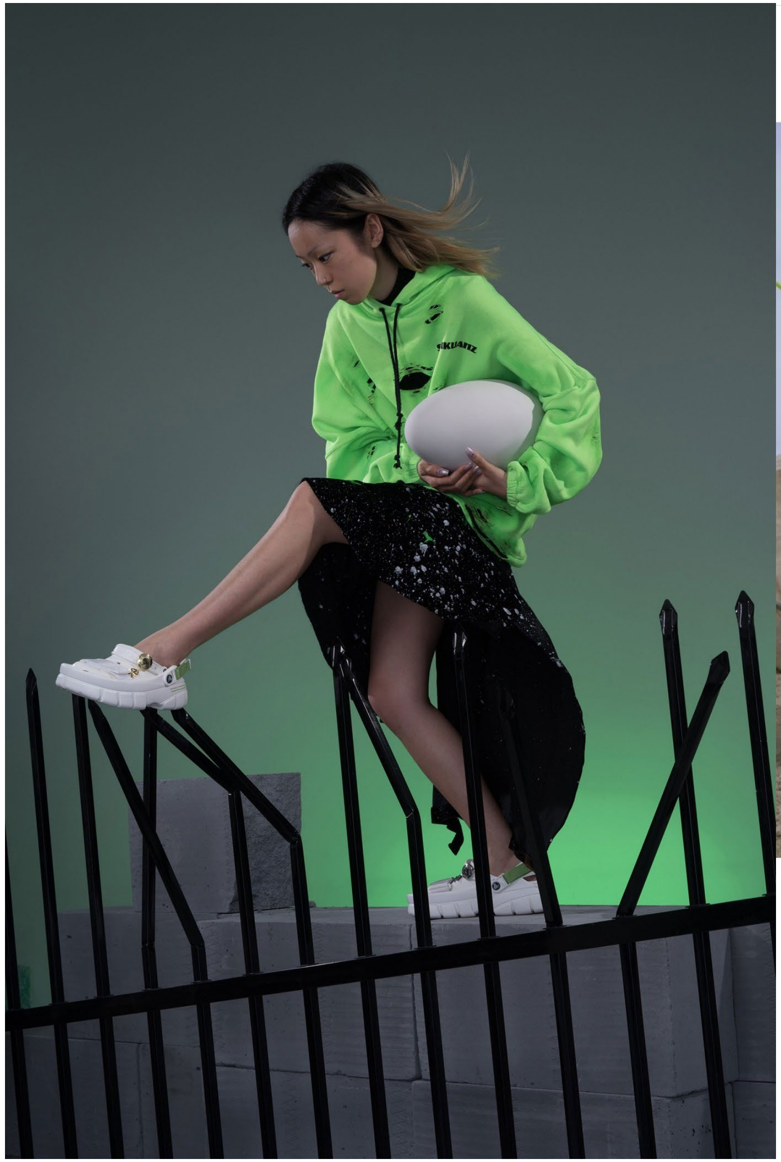
Largest Long-Term Growth Opportunity in Asia

Asia: greatest opportunity long-term

- Leverage tier 1 celebrities and influencers
- Developing local-for-local production, marketing and collaborations
- Strong digital growth supported by participation on key marketplace platforms
- China is the 2nd largest footwear market in the world
- Expect ~25% revenue CAGR through 2026E to represent ~24% of total revenues in 2026E

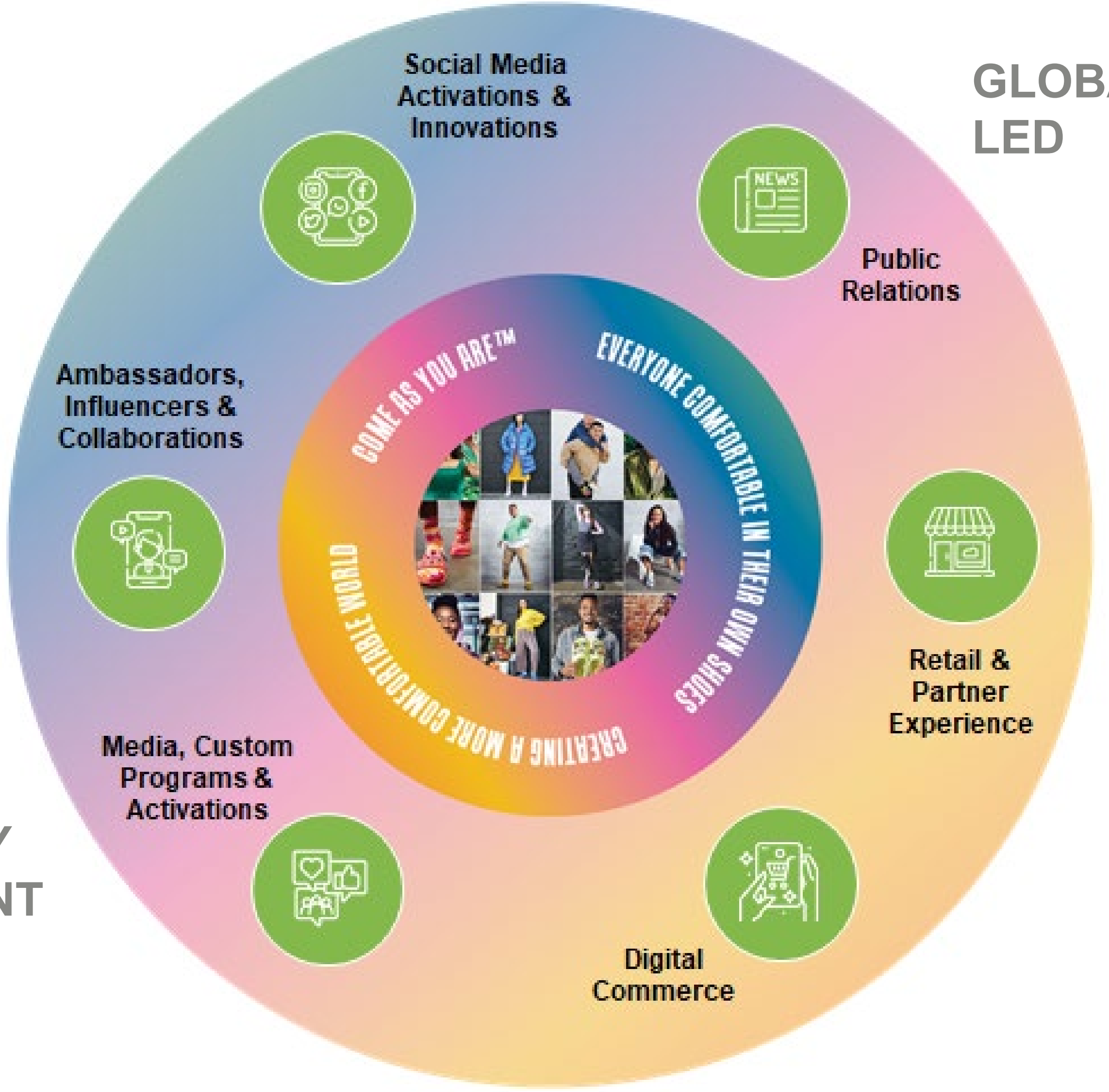
Q3 Highlights

- Revenues +21% CC
- Digital +11% vs. PY and +30% vs. 2019
- Digital penetration 38% vs. 42% PY and 33% in 2019



Refer to 2021 Investor Day Presentation for additional detail on long-term targets for 2026E.

Marketing Innovation Fueling Brand Strength Globally



GLOBALLY LED

LOCALLY RELEVANT

Double-digit growth in brand metrics

Brand desirability, brand relevance and brand consideration each rose DD for 2021 and over the past five years in our annual brand survey

Top 10 Footwear Brand for U.S. Teens

Number 6 brand in Piper Sandler's Fall "Taking Stock with Teens" survey

Best in Class Marketing Collaborations

Drive further brand heat and relevance with **vast collaborations range**

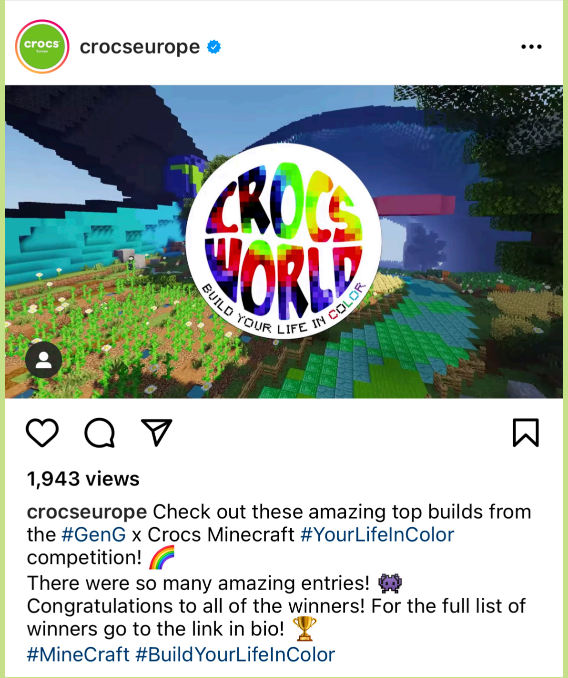
Notable Q3 collaborations:

- Benefit
- Space Jam*
- Free & Easy
- Bretman Rock

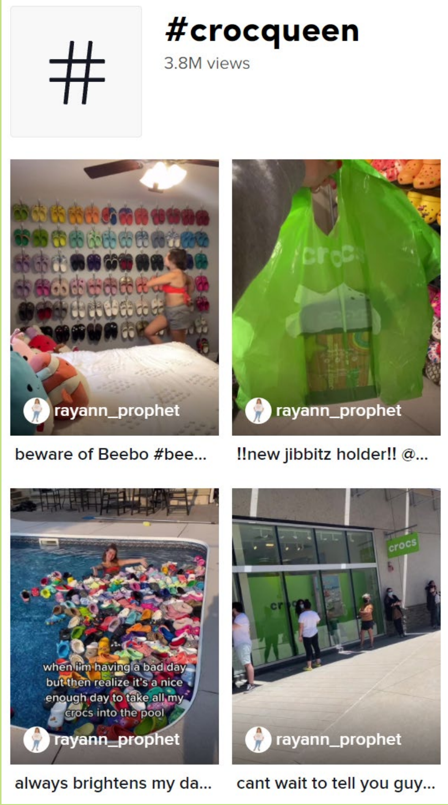
* Space Jam was a licensing arrangement.

Best in Class Marketing Activations

Social Media



User Generated Content



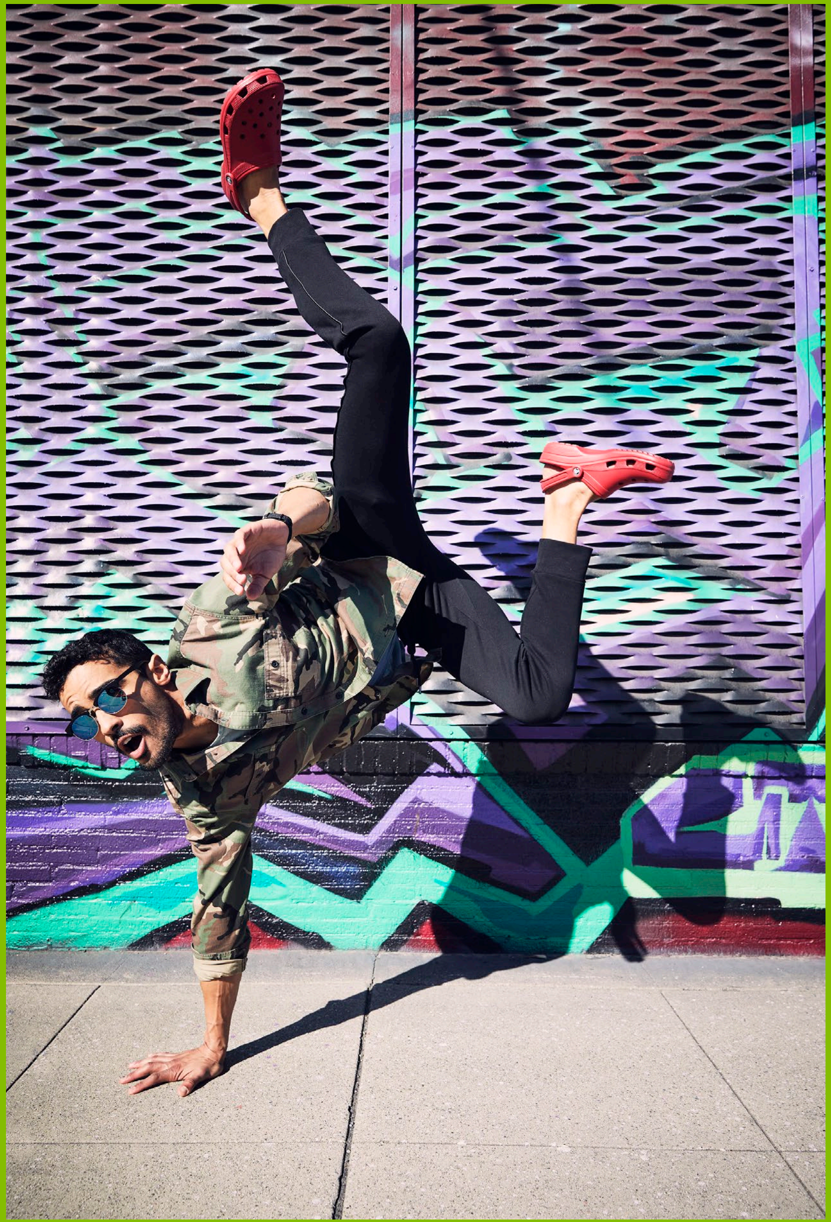
FINANCIAL RESULTS

Q3 Financial Results

	Q3	vs. PY
Revenues ($M)	$625.9	+72%*
Gross Margin	63.9%	+670 bp
Non-GAAP Gross Margin**	64.2%	+680 bp
Non-GAAP SG&A as % of Revenue**	31.4%	+520 bp
Operating Margin	32.4%	+1,250 bp
Non-GAAP Operating Margin**	32.8%	+1,200 bp
Diluted EPS	$2.42	+166%
Non-GAAP Diluted EPS**	$2.47	+163%

* Revenue growth on a constant currency basis, which is a Non-GAAP Financial Measure. See further details in Appendix

** See reconciliation to GAAP equivalents in Appendix



YTD Financial Results

	Q3 YTD	vs. PY
Revenues ($M)	$1,726.8	+74%*
Gross Margin	60.7%	+720 bp
Non-GAAP Gross Margin**	60.9%	+690 bp
Non-GAAP SG&A as % of Revenue**	30.4%	+560 bp
Operating Margin	30.3%	+1,500 bp
Non-GAAP Operating Margin**	30.5%	+1,250 bp
Diluted EPS	$8.79	+365%
Non-GAAP Diluted EPS**	$6.17	+184%

* Revenue growth on a constant currency basis, which is a Non-GAAP Financial Measure. See further details in Appendix
** See reconciliation to GAAP equivalents in Appendix

2021E and 2022E Guidance

	FY 2021E	FY 2022E
Revenue Growth	62% - 65%	20%+
Non-GAAP Gross Margin Adj.	$8 - $10M	--
Non-GAAP Operating Margin	~28%	~28%(1)
Non-GAAP Tax Rate	~23%	--
Capital Expenditures	~$75M	--

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(1) Excludes incremental air-freight of $75 million
** See reconciliation to GAAP equivalents in Appendix

Long-Term Financial Plan

	FY 2021E	Long-Term
Revenues	$2.2B - $2.3B	$5B+
Revenue Growth	62% - 65%	17%+
Non-GAAP Operating Margin	~28%	26%+
Non-GAAP Tax Rate	~23%	~25%
Capital Expenditures	~$75M	~3% of Revenues

* Long term defined as expectation for 2026E, refer to 2021 Investor Day Presentation for additional detail on long-term targets. Please refer to Appendix for definitions and Non-GAAP reconciliations.

APPENDIX

NON-GAAP RECONCILIATION

Non-GAAP cost of sales, gross profit, and gross margin reconciliation:

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
	(in thousands)			
GAAP revenues	$ 625,919	$ 361,736	$ 1,726,790	$ 974,445
GAAP cost of sales	$ 226,123	$ 154,967	$ 678,594	$ 453,581
New distribution centers (1)	(2,031)	(897)	(4,131)	(2,636)
COVID-19 inventory write-off (2)	—	—	—	(2,396)
Other	—	(119)	—	(119)
Total adjustments	(2,031)	(1,016)	(4,131)	(5,151)
Non-GAAP cost of sales	$ 224,092	$ 153,951	$ 674,463	$ 448,430
GAAP gross profit	$ 399,796	$ 206,769	$ 1,048,196	$ 520,864
GAAP gross margin	63.9 %	57.2 %	60.7%	53.5 %
Non-GAAP gross profit	$ 401,827	$ 207,785	$ 1,052,327	$ 526,015
Non-GAAP gross margin	64.2 %	57.4 %	60.9%	54.0 %

(1) Represents expenses, including expansion costs, related to our distribution centers in Dayton, Ohio and Dordrecht, the Netherlands.
(2) Represents an inventory write-off in our Asia Pacific segment associated with the impact of COVID-19.

NON-GAAP RECONCILIATION (cont'd)

Non-GAAP selling, general and administrative expenses and selling, general and administrative expenses as a percent of revenues reconciliation:

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
	(in thousands)			
GAAP revenues	$ 625,919	$ 361,736	$ 1,726,790	$ 974,445
GAAP selling, general and administrative expenses	$ 196,728	$ 134,683	$ 525,120	$ 371,371
Donations of inventory	—	(50)	—	(9,970)
COVID-19 severance costs	—	—	—	(2,403)
COVID-19 impact of bad debt expense (1)	—	48	—	(4,433)
Other COVID-19 costs (2)	—	(183)	—	(827)
Duplicate headquarters rent (3)	—	(426)	—	(1,120)
Other	—	(1,652)	—	(2,133)
Total adjustments	—	(2,263)	—	(20,886)
Non-GAAP selling, general and administrative expenses (4)	$ 196,728	$ 132,420	$ 525,120	$ 350,485
GAAP selling, general and administrative expenses as a percent of revenues	31.4 %	37.2 %	30.4 %	38.1 %
Non-GAAP selling, general and administrative expenses as a percent of revenues	31.4 %	36.6 %	30.4 %	36.0 %

(1) Represents bad debt expense associated with the impact of COVID-19 on wholesale partners in our Asia Pacific and Americas segments.
(2) Represents costs incurred in response to COVID-19, including hazard pay, cleaning costs, and legal costs.
(3) Represents duplicate rent costs associated with our move to our new headquarters in Broomfield, Colorado.
(4) Non-GAAP selling, general and administrative expenses are presented gross of tax.

NON-GAAP RECONCILIATION (cont'd)

Non-GAAP income from operations and operating margin reconciliation:

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	**2020**	**2021**	**2020**
	(in thousands)			
GAAP revenues	$ 625,919	$ 361,736	$ 1,726,790	$ 974,445
GAAP income from operations	$ 203,068	$ 72,086	$ 523,076	$ 149,493
Non-GAAP cost of sales adjustments (1)	2,031	1,016	4,131	5,151
Non-GAAP selling, general and administrative expenses adjustments (2)	—	2,263	—	20,886
Non-GAAP income from operations	$ 205,099	$ 75,365	$ 527,207	$ 175,530
GAAP operating margin	32.4 %	19.9 %	30.3 %	15.3 %
Non-GAAP operating margin	32.8 %	20.8 %	30.5 %	18.0 %

(1) See 'Non-GAAP cost of sales, gross profit, and gross margin reconciliation' above for more details.
(2) See 'Non-GAAP selling, general and administrative expenses and selling, general and administrative expenses as a percent of revenues reconciliation' above for more details.

NON-GAAP RECONCILIATION (cont'd)

Non-GAAP income tax expense (benefit) and effective tax rate reconciliation:

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
	(in thousands)			
GAAP income from operations	$ 203,068	$ 72,086	$ 523,076	$ 149,493
GAAP income before income taxes	197,736	70,084	510,890	143,556
Non-GAAP income from operations (1)	$ 205,099	$ 75,365	$ 527,207	$ 175,530
GAAP non-operating income (expenses):				
Foreign currency gains (losses), net	537	(516)	(84)	(1,434)
Interest income	615	43	713	189
Interest expense	(6,486)	(1,502)	(12,830)	(5,593)
Other income (expense), net	2	(27)	15	901
Non-GAAP income before income taxes	$ 199,767	$ 73,363	$ 515,021	$ 169,593
GAAP income tax expense	$ 44,247	$ 8,195	$ (59,951)	$ 14,025
Tax effect of non-GAAP operating adjustments	508	(649)	1,038	(6,109)
Impact of 2020 intra-entity IP transfer (2)	(1,556)	—	173,503	—
Non-GAAP income tax expense	$ 43,199	$ 7,546	$ 114,590	$ 7,916
GAAP effective income tax rate	22.4 %	11.7 %	(11.7)%	9.8 %
Non-GAAP effective income tax rate	21.6 %	10.3 %	22.2 %	4.7 %

(1) See 'Non-GAAP income from operations and operating margin reconciliation' above for more details.
(2) In the fourth quarter of 2020, we made changes to our international legal structure, including an intra-entity transfer of certain intellectual property rights, primarily to align with current and future international operations. The transfer resulted in a step-up in the tax basis of intellectual property rights and a correlated increase in foreign deferred tax assets based on the fair value of the transferred intellectual property rights. This adjustment represents the current period impact of this transfer, including the release of the valuation allowance as a result of a tax law change.

NON-GAAP RECONCILIATION (cont'd)

Non-GAAP earnings per share reconciliation:

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
	(in thousands, except per share data)			
Numerator:				
GAAP net income	$ 153,489	$ 61,889	$ 570,841	$ 129,531
Non-GAAP cost of sales adjustments (1)	2,031	1,016	4,131	5,151
Non-GAAP selling, general and administrative expenses adjustments (2)	—	2,263	—	20,886
Non-GAAP other income adjustment (3)	—	—	—	(919)
Tax effect of non-GAAP adjustments	1,048	(649)	(174,541)	(6,109)
Non-GAAP net income	$ 156,568	$ 64,519	$ 400,431	$ 148,540
Denominator:				
GAAP weighted average common shares outstanding - basic	62,033	67,473	63,695	67,606
Plus: GAAP dilutive effect of stock options and unvested restricted stock units	1,291	912	1,242	1,002
GAAP weighted average common shares outstanding - diluted	63,324	68,385	64,937	68,608
GAAP net income per common share:				
Basic	$ 2.47	$ 0.92	$ 8.96	$ 1.92
Diluted	$ 2.42	$ 0.91	$ 8.79	$ 1.89
Non-GAAP net income per common share:				
Basic	$ 2.52	$ 0.96	$ 6.29	$ 2.20
Diluted	$ 2.47	$ 0.94	$ 6.17	$ 2.17

(1) See 'Non-GAAP cost of sales, gross profit, and gross margin reconciliation' above for more information.
(2) See 'Non-GAAP selling, general and administrative expenses and selling, general and administrative expenses as a percent of revenues reconciliation' above for more information.
(3) Represents a prior year fair value adjustment associated with our donations of inventory.

NON-GAAP RECONCILIATION (cont'd)

Reconciliation of GAAP to Non-GAAP Financial Guidance

Full Year 2021:

	Approximately:
Non-GAAP operating margin reconciliation:	
GAAP operating margin	27%
Non-GAAP adjustments associated with distribution center investments	1%
Non-GAAP operating margin	28%
Non-GAAP effective tax rate reconciliation:	
GAAP effective tax rate	(3)%
Non-GAAP adjustments associated with the 2020 intra-entity IP transfer	26%
Non-GAAP effective tax rate	23%

Full Year 2022:

	Approximately:
Non-GAAP operating margin reconciliation:	
GAAP operating margin	25%
Non-GAAP adjustments associated with air freight	3%
Non-GAAP operating margin	28%

Our guidance for "Adjusted Operating Margin" and "Non-GAAP Tax Rate" are non-GAAP financial measures that exclude or otherwise have been adjusted for special items from our U.S. GAAP financial statements, such as inventory write-offs, duplicate rent costs, bad debt expense. We consider these items to be necessary adjustments for purposes of evaluating our ongoing business performance and are often considered non-recurring. Such adjustments are subjective and involve significant management judgment. We are unable to reconcile the above described 2026E guidance measures to their nearest U.S. GAAP measures without unreasonable efforts because we are unable to predict with a reasonable degree of certainty the actual impact of the special and other non-core items. By their very nature, special and other non-core items are difficult to anticipate with precision because they are generally associated with unexpected and unplanned events that impact our company and its financial results. Therefore, we are unable to provide a reconciliation of these measures.


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